



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

Monday, November 19, 2018

1:00 p.m.

Council Chamber, City Hall

**Pages**

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

**2. CONFIRMATION OF AGENDA**

**17 - 43**

***Recommendation***

1. That Councillors Hill and Jeffries be permitted to attend the Regular Business meeting via conference call;
2. That the request to speak and comments from Angie Bugg, Saskatoon Environmental Advisory Committee, dated November 16, 2018 be added to Item 6.1.1;
3. That the following letters and requests to speak be added to Item 9.3.1: Request to Speak - Paul Buitenhuis, Arbutus Properties, dated November 14, 2018; Request to Speak - Angie Bugg, Saskatoon Environmental Advisory Committee, dated November 16, 2018
4. That the following letters and requests to speak be added to Item 9.4.1: Request to Speak - Robert Clipperton, Nutana Community Association, dated November 15, 2018; Submitting comments - Patrick Wolfe, dated November 16, 2018; Submitting comments and advising she will be present in the gallery for questions - Jian Liu, dated November 19, 2018;
5. That the following requests to speak be added to Item 9.5.2: Andrew

Shaw, NSBA, dated November 16, 2018;Peggy Sarjeant, Saskatoon Heritage Society, dated November 19, 2018;

6. That the following requests to speak be added to Item 9.7.1:Malik Draz, President, USW Local 2014; dated November 16, 2018;Mark Gill, dated November 16, 2018
7. That the speakers be heard and those items considered immediately following Unfinished Business in the following order:
  1. Item 6.1.1 - Angie Bugg
  2. Item 8.1.8 - Chris Guerette
  3. Item 9.3.1 - Paul Buitenhuis; Angie Bugg
  4. Item 9.4.1 - Robert Clipperton
  5. Item 9.5.2 - Andrew Shaw; Peggy Sarjeant
  6. Item 9.7.1 - Malik Draz; Mark Gill
8. That the agenda be confirmed as amended.

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

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

#### **Recommendation**

That the minutes of the Regular Business Meeting and Special Meeting of City Council held on October 22, 2018, be adopted.

### **5. PUBLIC ACKNOWLEDGMENTS**

#### **5.1 Gold Infrastructure Award - Bridging for Tomorrow Project**

### **6. UNFINISHED BUSINESS**

#### **6.1 Additional Information for Waste and Organics [File No. CK. 7830-1]**

44 - 53

The A/General Manager, Corporate Performance has provided the attached report for additional information on the related matters under Unfinished Business.

#### **Recommendation**

That the report of the Acting General Manager, Corporate Performance Department, dated November 19, 2018, be received as information.

#### **6.1.1 Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility [CK. 116-2 x 7830-1]**

54 - 173

As background, a report of the A/GM Corporate Performance, received as information by City Council on October 22, 2018 is included.

On October 22, 2018, City Council further DEFERRED the following motions of September 24, 2018 to the November 19, 2018 meeting:

1. That curbside waste collection be funded as a utility;
2. That curbside organics collection be funded as a utility;  
Pending further information from Administration regarding:
  - Clarification on contamination of organics when funded by the mill rate and waste as a utility;
  - Clarification on the projected amortization period for capital expenditures should organics be funded by the mill rate;
  - Additional communication materials
3. That \$13.6M in capital funding be approved to implement Option 1 and that funding be borrowed from the future utility.

As background, on October 22, 2018, City Council resolved:

1. That a city-wide curbside organics program be established;
2. That Option 1: year round, bi-weekly organics and waste collection be implemented as the new waste management service level for all curbside residential households;
3. That the compost depots continue to operate with the existing level of service;
4. That the Administration amend the draft RFP to reflect the City's intent to implement an organics policy/program for the multi-unit residential sector by 2020; and
5. That the Administration amend the draft RFP to reflect the City's intent to implement an organics bylaw for the Industrial, Commercial and Institutional (ICI) sector within the next 2-4 years.

The following letters are provided:

Submitting Comments

- Carol Schmidt, dated October 22, 2018; and
- R. Doran Scott, RM of Blucher dated October 31, 2018.

Requesting to Speak - Angie Bugg, Saskatoon Environmental Advisory Committee, dated November 16, 2018

**6.1.2 Ability-to-Pay Considerations for an Expanded Curbside Waste Utility [CK. 7830-1] 174 - 197**

On October 22, 2018, City Council further DEFERRED consideration of the following motion of September 24, 2018, to the November 19, 2018 meeting of City Council.

1. That the guiding principles outlined in the September 10, 2018 report of the A/General Manager, Corporate Performance set the framework and future rates of the Unified Waste Utility; and
2. That the following collective benefit services remain funded by property taxes and not be funded by the new waste utility: Recovery Park, City-wide organics and recycling depots, Household Hazardous Waste programs, and administration, waste diversion planning, general education/enforcement, monitoring and reporting that benefits all programs.

**6.1.3 Unified Waste Utility – Utility Rate Setting Philosophy [CK. 1905-1 x 7830-1] 198 - 206**

On October 22, 2018, City Council further DEFERRED consideration of the following motion of September 24, 2018, to the November 19, 2018 meeting of City Council.

1. That Administration be directed to recommend initial utility rates that encourage diversion; and
2. That Administration implement Option Three as the multi-year rate setting philosophy for the Unified Waste Utility, should it be approved

**6.1.4 Organics Program – Issuance of Request for Proposal [CK. 7830-1] 207 - 219**

The Standing Policy Committee on Environment, Utilities and

Corporate Services requested that this matter be considered alongside the other reports on the waste utility.

**Recommendation**

That the report of the A/General Manager, Corporate Performance Department, dated November 6, 2018, be received as information.

**6.1.5 Multi-Material Stewardship Western Funding Update and Recommendations [CK. 7830-5, 1860-1, x 1815-1] 220 - 228**

The Standing Policy Committee on Environment, Utilities and Corporate Services considered this matter and resolved to provide recommendations to City Council's 2019 Business Plan and Budget deliberations. Committee further requested that this matter be provided to this meeting for information and considered alongside the other waste utility reports.

**Recommendation**

That the information be received.

**7. QUESTION PERIOD**

**8. CONSENT AGENDA**

**Recommendation**

That the Committee recommendations contained in Items 8.1.1 to 8.1.8; 8.2.1 to 8.2.6; 8.3.1 to 8.3.2; 8.4.1 to 8.4.4; and 8.5.1 to 8.5.2 be adopted as one motion.

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

**8.1.1 2018 Adjusted, and 2019 Preliminary Prepaid Servicing Rates (Direct and Offsite) [File No. CK 4216-1 and TU 4216-1] 229 - 244**

**Recommendation**

1. That an adjustment be approved to the 2018 Prepaid Service Rates, as submitted under Attachment 1 of the November 5, 2018 report of the A/General Manager, Transportation & Utilities Department; and
2. That the Preliminary 2019 rates be set at the 2018 rates, and adjusted in late 2019 based on actual 2019 contract costs.

<b>8.1.2</b>	<b>Parks and Recreation Levy and Community Centre Levy - Rates - 2018 [File No. CK 4216-1 and RS 4216-1]</b>	<b>245 - 248</b>
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**Recommendation**

1. That adjustments to the 2018 Parks and Recreation Levy rate, as outlined in the November 5, 2018 report of the General Manager, Community Services Department, be approved; and
2. That the 2018 Community Centre Levy rates for each developing neighbourhood, as outlined in the November 5, 2018 report of the General Manager, Community Services Department, be approved.

<b>8.1.3</b>	<b>Stand-Alone Funding Agreements for 2019 [File No. CK 1871-1, x1700-1 and RS 1870-1]</b>	<b>249 - 254</b>
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**Recommendation**

1. That the request for a one-year extension of the current funding agreements with Stand-Alone Grant recipients, subject to 2019 budget, be approved; and
2. That the City Solicitor prepare the appropriate funding agreements in accordance with the terms set out in the November 5, 2018 report of the General Manager, Community Services Department for 2019, and that the Mayor and City Clerk be authorized to execute the Agreement on behalf of the City of Saskatoon.

<b>8.1.4</b>	<b>Proposed Replacement of Sports Participation Grant and Amendments to Policy No. C03-003, Reserves for Future Expenditures [File No. CK 1871-5, x1815-0 and RS 1870-2-6]</b>	<b>255 - 266</b>
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**Recommendation**

1. That the Sports Participation Grant be replaced by a Sport Projects Grant; and
2. That Policy No. C03-003, Reserves for Future Expenditures, be amended as outlined in the November 5, 2018 report of the General Manager, Community Services Department.

<b>8.1.5</b>	<b>Lease Agreement Renewal – North Saskatchewan Rugby Union Inc. [File No. CK 610-1 and RS 290-65]</b>	<b>267 - 270</b>
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**Recommendation**

1. That the extension to the lease agreement between the

City of Saskatoon and the North Saskatchewan Rugby Union Inc., in accordance with the terms set out in the November 5, 2018 report of the General Manager, Community Services Department, be approved;

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

- 8.1.6 Winter Recreation Park at Diefenbaker Park (Optimist Hill) – Budget Adjustment Request [File No. CK 4205-39, x1702-1 and RS 4206-DI] 271 - 275**

**Recommendation**

That the proposed budget adjustment of \$100,000, with funding from the Dedicated Lands Reserve, for Capital Project No. 2602 – Winter Recreation Park at Diefenbaker Park, be approved.

- 8.1.7 Montgomery Place Local Area Plan [File No. CK 4000-17 and PL 4110-33] 276 - 510**

**Recommendation**

That the key strategies and recommendations in the Montgomery Place Local Area Plan, as outlined in the November 5, 2018 report of the General Manager, Community Services Department, be approved.

- 8.1.8 Inquiry - Landscaping after Home Construction [File No. CK 4131-1 and PL 116-1 (BF 20-17)] 511 - 528**

A request to speak from Chris Guerette, Saskatoon & Region Home Builders' Association dated November 7, 2018 is provided.

**Recommendation**

That the information be received.

**8.2 Standing Policy Committee on Finance**

- 8.2.1 Public Transit Infrastructure Funding Budget Adjustments [File No. CK. 1702-1 x 1815-1] 529 - 533**

**Recommendation**

1. That funds be transferred between the Public Transit

Infrastructure Funding Capital Projects resulting in a net \$0 increase as follows:

- a) 948 TU-New Sidewalks and Pathways be increased by \$700,000
  - b) 2448 TU-Intelligent Transportation System be increased by \$450,000;
  - c) 2541 CY-Growth Plan be decreased by \$1.15M;
2. That Capital Project 537 TR-Terminals (subcomponents 03, 04 and 08) be closed with \$390,704.99 to be returned to the Transit Capital Projects Reserve;
3. That the Transit Capital Projects Reserve be amended to include transit-related infrastructure as an eligible expenditure;
4. That the following Capital Projects be increased through funding from the Transit Capital Projects Reserve:
- a) 948 TU-New Sidewalks and Pathways \$184,000;
  - b) 1456 TU-Railway Crossing Safety Improvements \$87,000;
  - c) 1963 TU-Accessibility Implementation \$30,000;
  - d) 2448 TU-Intelligent Transportation System \$89,000; and
5. That the City Solicitor be requested to prepare the necessary amendments to Bylaw No. 6774, The Capital Reserve Bylaw, to include other transit-related infrastructure as part of the approved list of capital expenditures under the Transit Capital Projects Reserve.

**8.2.2 Award of Contract – Financial Reporting Management Software [File No. CK. 261-1] 534 - 537**

**Recommendation**

- 1. That the proposal submitted by KPMG LLP for Financial Reporting Management Software be approved; and
- 2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

**8.2.3 City Hall Back-up Power Generator Project Update [File No. CK. 538 - 542]**

**Recommendation**

1. That an extension of services for Willms Engineering Ltd. to provide detailed design and contract administration of a back-up generator for City Hall and upgrade of the existing electrical systems at a cost of \$120,000, plus applicable taxes, be approved; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

**8.2.4 Acquisition of Land – Neault Road and 33rd Street West for Intersection Upgrades [File No. CK. 4020-1] 543 - 547**

**Recommendation**

1. That the Administration be authorized to purchase a portion of Surface Parcel No. 203411281 from Khalsa School Inc. and a portion of Surface Parcel No. 203179125 from Zhang Bros. Development Corp. for intersection upgrades to Neault Road at 33rd Street West, as per the terms noted in the report of the CFO/General Manager, Asset and Financial Management Department , dated November 5, 2018; and
2. 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.

**8.2.5 Saskatoon Airport Authority Tax Abatement Agreement [File No. CK. 1965-1] 548 - 561**

**Recommendation**

1. That the Saskatoon Airport Authority be granted a partial Tax Abatement Agreement for five years (2019 to 2023 inclusive); and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

<b>8.2.6</b>	<b>Saskatoon Airport Authority Request for Exemption [File No. CK. 1965-1]</b>	<b>562 - 568</b>
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#### **Recommendation**

1. That the Saskatoon Airport Authority be granted a property tax exemption for runways, taxiways, and aprons, based on the terms outlined in the report of the CFO/General Manager, Asset and Financial Management Department, for five years (2019 to 2023 inclusive);
2. That the Administration contact the Minister of Education with respect to this request for a property tax exemption; and
3. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

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

<b>8.3.1</b>	<b>Storm Water Management Credit Program [CK. 8357-1]</b>	<b>569 - 598</b>
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#### **Recommendation**

1. That a Storm Water Management Credit program for Industrial, Commercial, Institutional and Multi-Unit Residential properties be implemented to provide the following maximum credits in three categories up to a total maximum credit of 50%:
  - a. 20% for water quality treatment;
  - b. 30% for reducing storm water runoff peak flow through on-site detention;
  - c. 50% for reducing storm water runoff volume through on-site retention; and
2. That the City Solicitor be requested to amend the new Storm Water Management Utility Bylaw, 2019 to include the approved Storm Water Management Credit program for implementation effective January 1, 2019.

<b>8.3.2</b>	<b>The Storm Water Management Utility Bylaw, 2019 [CK. 7820-2 x 1905-2]</b>	<b>599 - 602</b>
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### **Recommendation**

That the City Solicitor be requested to consolidate *Bylaw No. 8070, The Storm Water Management Utility Bylaw, 2001* and *Bylaw No. 8987, The Storm Water Management Utility Bylaw, 2011* into a new bylaw, *The Storm Water Management Utility Bylaw, 2019*, and incorporate other recommended changes in the new bylaw as outlined in the report of the A/General Manager, Transportation & Utilities, dated November 6, 2018.

## **8.4 Standing Policy Committee Transportation**

- 8.4.1 2019 Transportation Services Capital Budget Supplemental Information [Files CK 6320-1, x1702-1 and TS 6320-1]** 603 - 682

### **Recommendation**

That the report of the A/General Manager, Transportation & Utilities Department dated November 6, 2018, be received as information.

- 8.4.2 Contract Extension for Corps of Commissionaires [Files CK. 5000-1 and PL 6120-011]** 683 - 687

### **Recommendation**

1. That the current contracts be extended to the North Saskatchewan Division of the Canadian Corps of Commissionaires, until December 31, 2019, as a sole source, for the following services:

- a. Parking Enforcement and Document Services;
- b. Impound Lot Security and Administration;
- c. Impounding Bylaw Enforcement Services;
- d. Red Light Camera Services; and

2. That the City Solicitor be requested to prepare the necessary agreement for execution by His Worship the Mayor and the City Clerk, under the corporate seal.

- 8.4.3 Saskatoon Transit – Operator Uniform Apparel – Award of Contract [Files CK 1000-1 and TR 7301-10-2018]** 688 - 691

### **Recommendation**

1. That the proposal submitted by Martin & Levesque Inc. for the supply of Transit Operator Uniform apparel, for a total estimated cost over two years of \$177,156

(including GST and PST) be approved; and

2. That Purchasing Services issue the appropriate blanket purchase order contract.

**8.4.4 Vehicle Mounted 3D Survey System – Budget Adjustment Request [Files CK 261-1, x1702-1 and TS 1000-6]** 692 - 695

**Recommendation**

That a budget adjustment in the amount of \$250,000 to Capital Project #1041 – Benchmark Rehabilitation funded from the Land Development - Prepaid Engineering Reserve in the amount of \$80,000 and from the Infrastructure Replacement – Water and Wastewater Reserve in the amount of \$170,000 be approved for the purchase of a Vehicle Mounted 3D Survey system, including associated software, and staff training.

**8.5 Governance and Priorities Committee**

**8.5.1 Council Referral - Arts, Culture and Events Venues - Request for Report on Workplace Diversity and Inclusion (File No. CK. 175-31 x 175-1 x 175-28 x 4500-1)** 696 - 697

**Recommendation**

That the submission of the Remai Modern be submitted to City Council for information.

**8.5.2 Workplace Transformation Journey: Corporate Reorganization (File No. CK. 115-12)** 698 - 704

**Recommendation**

1. That the new corporate structure be approved as outlined in the report of the City Manager dated November 13, 2018;
2. That the City Solicitor be instructed to bring back any necessary bylaw amendments resulting from the approval of the new corporate structure;
3. That the City Manager proceed with implementing the new corporate structure and it be effective January 1, 2019; and
4. That the Administration report back on the development of a strategy to incorporate sustainability-lens into all areas of the corporation.

## **9. REPORTS FROM COMMITTEES AND ADMINISTRATION**

### **9.1 Standing Policy Committee on Planning, Development And Community Services**

### **9.2 Standing Policy Committee on Finance**

### **9.3 Standing Policy Committee on Environment, Utilities And Corporate Services**

#### **9.3.1 Recommendations Report for a Low Emissions Community (Saskatoon's Climate Change Mitigation Business Plan) – Award of RFP [CK. 375-4 x 375-5]** 705 - 786

The following letters are provided:

##### **Request to Speak**

- Paul Buitenhuis, Arbutus Properties, dated November 14, 2018; and
- Angie Bugg, Saskatoon Environmental Advisory Committee, dated November 16, 2018.

##### **Recommendation**

1. That the proposal submitted by Sustainability Solutions Group for the Climate Change Mitigation Business Plan: Mapping and Modeling at an estimated cost of \$100,000 be approved; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the contract documents as prepared by the City Solicitor under the Corporate Seal.

### **9.4 Standing Policy Committee on Transportation**

#### **9.4.1 Right-of-Way Boulevard Leases – Policy Update [Files CK 4070-2 and x4070-0]** 787 - 834

A letter submitting comments from Paula Lichtenwald, Chair, Municipal Heritage Advisory Committee, dated November 12, 2018 is provided.

Request to Speak - Robert Clipperton, Nutana Community Association, dated November 15, 2018

##### **Submitting Comments**

- Patrick Wolfe, dated November 16, 2018

- Jian Liu, dated November 19, 2018

### **Recommendation**

1. That Council Policy C07-016, Lease of City Boulevards be revised as outlined in the report of the A/General Manager, Transportation & Utilities Department dated November 6, 2018; and
2. That the lease rates for existing commercial leases be revised to reflect fair market value.

## **9.5 Governance and Priorities Committee**

### **9.5.1 2019 Annual Appointments – Boards, Commissions and Committees (File No. CK. 225- x 175-) 835 - 844**

#### **Recommendation**

That the recommended appointments to Boards, Commissions and Committees and any further direction, as noted by the City Clerk and attached to this report, be approved.

### **9.5.2 TCU Place / SaskTel Centre Market Analysis (File No. CK. 611-3 x 620-3) 845 - 868**

#### **Requests to Speak**

- Andrew Shaw, NSBA, dated November 16, 2018;
- Peggy Sarjeant, Saskatoon Heritage Society, dated November 19, 2018

#### **Recommendation**

1. That the Administration be directed to include a future Arena/convention centre when planning the future of Saskatoon's Downtown;
2. That the focus of the planning work include consideration of an entertainment district, not just an arena and/or convention facility;
3. That the Administration report back on terms of reference for a process for identifying the best location for a future entertainment district and how it would fit into a wider vision for a strong downtown for the future and that this process include strategic stakeholder engagement with community partners including consideration of:
  - Demands on Infrastructure

- Transit
- Parking
- Future residential growth
- Optimal location in relation to other key destination in the downtown including:
  - River Landing
  - Midtown Plaza
  - North Downtown
  - All Business Improvement Districts
  - Adjacent residential neighbourhoods
  - Greater Saskatoon Chamber of Commerce
  - NSBA;

4. That one of the overall principles be to seek approaches that minimize the reliance on Property taxes to pay for this arena; and

5. That the approach also recognize that while the City of Saskatoon has a leadership role, it will take collaboration with stakeholders and the community as a whole to come up with the best solution.

## **9.6 Asset & Financial Management Department**

## **9.7 Community Services Department**

### **9.7.1 Temporary Wheelchair Accessible Taxi Licences and Proposed Amendments to Bylaw No. 9070 [File No. CK. 307-4] 869 - 875**

#### **Requests to Speak**

- Malik Draz, President, USW Local 2014, dated November 16, 2018
- Mark Gill, dated November 16, 2018

#### **Recommendation**

That the City Solicitor be instructed to amend Bylaw No. 9070, *The Taxi Bylaw, 2014*, to:

1. extend 16 temporary wheelchair accessible taxi licences until January 17, 2019, and to include a new

term from January 18, 2019, until September 2, 2020;  
and

2. clarify that the allocation of temporary wheelchair accessible taxi licences be assigned proportionate to the number of permanent taxi licences in each brokerage's fleet as of December 31, 2018.

**9.8 Corporate Performance Department**

**9.9 Transportation & Utilities Department**

**9.10 Office of the City Clerk**

**9.11 Office of the City Solicitor**

**9.11.1 Business Improvement Districts – Financial Reporting -  
Proposed Bylaw 9496 [File No. CK. 1680-1]**

876 - 884

**Recommendation**

That City Council consider Bylaw No. 9496, *The Business Improvement Districts Amendment Bylaw, 2018*.

**9.12 Other Reports**

**10. INQUIRIES**

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

**12. GIVING NOTICE**

**13. URGENT BUSINESS**

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

**15. ADJOURNMENT**

## Bryant, Shellie (Clerks)

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**From:** City Council  
**Sent:** November 16, 2018 9:45 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Friday, November 16, 2018 - 09:44  
Submitted by anonymous user: 69.11.47.85  
Submitted values are:

Date: Friday, November 16, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Angie  
Last Name: Bugg  
Email: [REDACTED]  
Address: [REDACTED] Albert Ave  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7N [REDACTED]  
Name of the organization or agency you are representing (if applicable): Saskatoon Environmental Advisory Committee  
Subject: Waste Management Levels of Service, and Low Emissions Community  
Meeting (if known): Council Nov 19  
Comments:  
SEAC would like to speak at the Council meeting on the two topics listed. We can get up to speak on each topic, or could make all our points while speaking once.

SEAC has three points to make to Council on items in the Nov 19 agenda: (6.1.1 Waste Management Levels of Service, and 9.3.1 Recommendations Report for a Low Emissions Community).

1. As you know, SEAC strongly supports PAYT as an incentive for people to recycle and compost more.
2. Attached to the Low Emissions Community report, is a letter from SEAC, and a report from a consultant we hired, providing comment on Administrations work.
  - a. SEAC supports continued work on this plan.
  - b. While much work remains on the Plan, Saskatoon can proceed with the important projects currently underway, and could undertake many of the actions shown in Appendix C (Quickest Payback and Lowest Investment per Tonne).
  - c. SEAC, recommends that the GHG implications of BRT, AAA cycling network, retrofitting city buildings, and other actions that are under consideration be considered as a paramount factor in council decisions.
  - d. Because there are many areas where the City has limited or no control, Saskatoon needs to actively work with Provincial and Federal governments to ensure that they also are enacting policies, regulations, and incentives that reduce greenhouse gas emissions.

e. The measures listed in the Plan will require significant capital and operating dollars to enact. The City will need to assess the funding and decision-making mechanisms it has available. Please see SEAC's communication "Capital Decisions When Considering Environmental Issues" (Item 6.1.2 at 6 November SPC on EUCS meeting) in regards to this matter.

3. SEAC supports the approval of \$150,000 (including 1 FTE) for inclusion in the 2019 Business Plan and Budget to move forward with the actions in the Low Emissions Community report.

Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/266753>

## Bryant, Shellie (Clerks)

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**From:** Paul Buitenhuis <[pbuitenhuis@arbutusproperties.com](mailto:pbuitenhuis@arbutusproperties.com)>  
**Sent:** November 14, 2018 7:03 PM  
**To:** Bryant, Shellie (Clerks)  
**Subject:** Request to Speak to Council Nov 19-18  
**Attachments:** PB letter to council re EUCS recommendation on GHG business plan Nov 14-18.pdf

Ms. Bryant,  
please find attached a letter we have drafted with respect to an item on the Agenda for the upcoming regularly scheduled Council meeting on November 19<sup>th</sup>. We'd like to make a brief presentation to item 9.3 Standing Policy Committee on Environment, Utilities And Corporate Services; 9.3.1 Recommendations Report for a Low Emissions Community (Saskatoon's Climate Change Mitigation Business Plan) – Award of RFP [CK. 375-4 x 375-5]

I've attached a letter that I will speak to. Please let me know if you have any questions. Cheers,  
Paul

**Paul Buitenhuis** | Arbutus Properties | 110 – 1529 West 6<sup>th</sup> Avenue, Vancouver, BC V6J 1R1  
Main: 604.742.1211 | Cell: 604.219.7472 | Fax: 1.888.735.2496  
Email: [pbuitenhuis@arbutusproperties.com](mailto:pbuitenhuis@arbutusproperties.com) | Website: [www.meadowsliving.ca](http://www.meadowsliving.ca)



November 14, 2018

Dear City Clerk,

I'd like to have the opportunity to speak briefly at the November 19<sup>th</sup> Council meeting. As I understand it, Council will be consider recommendations related to Item 7.2.1 from the November 6<sup>th</sup> Environment, Utilities and Corporate Services Standing Policy Committee (Saskatoon's Climate Change Mitigation Plan).

While we at Arbutus Properties truly applaud the City's goal of reducing the communities' GHG production by 15% by 2023 and the work that has been done thus far by City staff and the Committee. We also sense the frustration at the speed in which the reduction of GHG's is occurring.

While it seems the City has a workable strategy under development for what it can do to mitigate its own corporate emissions, the City also has the opportunity to promote/elevate activities and projects that will assist in the overall communities' reduction of GHG's. Community GHG reduction is a more daunting challenge and while small, incremental changes are important and needed, it seems to us that to be effective at the community level, some big moves will be required. I believe your Auditors have reached a similar conclusion in order to achieve the 80% reduction level by 2050.

Arbutus believes we have one of these 'big moves' that will help in achieving our collective goals as a community. As you know, Arbutus, working with the Franko family, have made a submission to the City of Saskatoon for what will be Canada's largest Sustainable Neighborhood; Solair. One of the key aspects of our Solair Neighbourhood concept plan is that the entire community's energy needs will be meet with renewable solar energy. A community solar photovoltaic energy system for this 2,500 home community has an enormous GHG mitigation impact over a 25 year period, reducing GHG emissions by 435,000 tonnes. This development alone could account for nearly 15% of the community reduction goal prior to 2050.

The City has already invested many hours and dollars to create a strong foundation for sustainability and environmental stewardship developing programs including the Climate Change Mitigation Business Plan, the Green Infrastructure Strategy, Low Impact Development Guidelines, and a growing number of Community Environmental Programs. The City also has an opportunity to enroll the support of the private sector to assist on the overall reduction of GHG's in Saskatoon.

What Arbutus has learned in the 3 years of researching and planning a Green Neighborhood is that collaboration between major players is crucial; change can only occur if municipal

government, other levels of government and the private sector work together. The City has an opportunity to incent the developers who commit to building sustainable neighborhoods and buildings. These incentives will drive further reductions of GHG's for the City. These incentives could take a variety of forms related to development guidelines, infrastructure designs and zoning, and importantly in supporting and fast tracking of Green projects through the development approval process.

In closing, we at Arbutus Properties thank the City of Saskatoon for taking leadership on GHG reductions and are offering through Solair a major opportunity towards achieving your 80 by 50 goal.

Thank you

Paul Buitenhuis

## Bryant, Shellie (Clerks)

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**From:** City Council  
**Sent:** November 16, 2018 9:45 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Friday, November 16, 2018 - 09:44  
Submitted by anonymous user: 69.11.47.85  
Submitted values are:

Date: Friday, November 16, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Angie  
Last Name: Bugg  
Email: [REDACTED]  
Address: [REDACTED] Albert Ave  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7N [REDACTED]  
Name of the organization or agency you are representing (if applicable): Saskatoon Environmental Advisory Committee  
Subject: Waste Management Levels of Service, and Low Emissions Community  
Meeting (if known): Council Nov 19  
Comments:  
SEAC would like to speak at the Council meeting on the two topics listed. We can get up to speak on each topic, or could make all our points while speaking once.

SEAC has three points to make to Council on items in the Nov 19 agenda: (6.1.1 Waste Management Levels of Service, and 9.3.1 Recommendations Report for a Low Emissions Community).

1. As you know, SEAC strongly supports PAYT as an incentive for people to recycle and compost more.
2. Attached to the Low Emissions Community report, is a letter from SEAC, and a report from a consultant we hired, providing comment on Administrations work.
  - a. SEAC supports continued work on this plan.
  - b. While much work remains on the Plan, Saskatoon can proceed with the important projects currently underway, and could undertake many of the actions shown in Appendix C (Quickest Payback and Lowest Investment per Tonne).
  - c. SEAC, recommends that the GHG implications of BRT, AAA cycling network, retrofitting city buildings, and other actions that are under consideration be considered as a paramount factor in council decisions.
  - d. Because there are many areas where the City has limited or no control, Saskatoon needs to actively work with Provincial and Federal governments to ensure that they also are enacting policies, regulations, and incentives that reduce greenhouse gas emissions.

e. The measures listed in the Plan will require significant capital and operating dollars to enact. The City will need to assess the funding and decision-making mechanisms it has available. Please see SEAC's communication "Capital Decisions When Considering Environmental Issues" (Item 6.1.2 at 6 November SPC on EUCS meeting) in regards to this matter.

3. SEAC supports the approval of \$150,000 (including 1 FTE) for inclusion in the 2019 Business Plan and Budget to move forward with the actions in the Low Emissions Community report.

Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/266753>

**Bryant, Shellie (Clerks)**

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**From:** Robert Clipperton [REDACTED]  
**Sent:** November 15, 2018 3:19 PM  
**To:** Web E-mail - City Clerks  
**Cc:** Catherine Folkersen  
**Subject:** Presentation to City Council - November 19th

Greetings:

I would like to present to Council at the November 19th meeting regarding agenda item 9.4.1 Right-of-Way Boulevard Leases. I will be representing the Nutana Community Association.

Thank you,

Robert Clipperton, Civics Coordinator  
Nutana Community Association  
[REDACTED] 9th Street East  
Saskatoon, SK S7N [REDACTED]  
[REDACTED]

## Bryant, Shellie (Clerks)

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**From:** City Council  
**Sent:** November 16, 2018 3:07 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** letter\_to\_city\_-\_fence\_on\_10th\_street\_east.pdf; 427429431\_10th\_street\_east.jpg

Submitted on Friday, November 16, 2018 - 15:07  
Submitted by anonymous user: 174.2.176.213  
Submitted values are:

Date: Friday, November 16, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Patrick  
Last Name: Wolfe  
Email: [REDACTED]  
Address: [REDACTED] Witney Ave North  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7L [REDACTED]  
Name of the organization or agency you are representing (if applicable): Action Group of Companies Inc  
Subject: Right of Way Blvd Leases policy update  
Meeting (if known): Right of Way Blvd Leases policy update  
Comments: Please find attached the letter and picture we wish to submit.  
Attachments:  
letter\_to\_city\_-\_fence\_on\_10th\_street\_east.pdf: [https://www.saskatoon.ca/sites/default/files/webform/letter\\_to\\_city\\_-\\_fence\\_on\\_10th\\_street\\_east\\_0.pdf](https://www.saskatoon.ca/sites/default/files/webform/letter_to_city_-_fence_on_10th_street_east_0.pdf)  
427429431\_10th\_street\_east.jpg: [https://www.saskatoon.ca/sites/default/files/webform/427429431\\_10th\\_street\\_east\\_0.jpg](https://www.saskatoon.ca/sites/default/files/webform/427429431_10th_street_east_0.jpg)

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/266803>

Dear Ladies and Gentleman, I begin by stating that it is disheartening to find myself, re-visiting the topic of, 'The Fence', at 427, 429 & 431 10th St East....I cannot begin to explain the amount of hours, and collective efforts, that have been invested, to resolve a unique issue that dates back to 1912.

- To begin, some history;....When constructed in 1912 these 3 separate single family homes were built on a "single titled " 31 foot corner lot facing 10th Street East with only 1 foot ...literally a 12 inch backyard and no front yard other than the city boulevard. Normally only one single house would have been constructed facing East Lake with a full backyard but instead these 3 character homes with no backyard facing 10th Street East were built thus creating a problem for a future generation to solve. The creation and approval by City Council of 3 separately titled Heritage Condos & Fence Lease was the modern day solution to this, a unique one of a kind situation created in 1912 that was out of place with today's bylaws. The converting of the 3 single family homes from "one title to 3 individual condominium titles" PLUS with the Fence Lease was always intended as long-term solution and never intended as a temporary fix.

- After consultations, on site meetings, historical searches, architectural renderings, councillor meetings, national press coverage, a petition supporting the fence, with over 1600 local area supporters, and finally culminating, in a meeting with the Mayor and council, a collective, mutually satisfactory solution was reached, that has worked without any problem what so ever to this very day.....Fast forward to today....I received a letter from Mr. Chris Helt, who indicated in a follow up telephone conversation, that while there are absolutely no complaints at all, with respect to this fence, it is being included, in what might be referred to as a 'sweep', of changes, regarding leases, which at first glance, may appear to be similar, but upon further investigation and historical information, are in fact, entirely different.

- This "lease" for "The Fence" was intended by the Mayor, Council & City Administration as a "long-term permanent" solution to resolve this unique situation created in 1912. This issue has already been clearly & decisively decided by Council & City Administration in 1999 and to restart this issue from exactly the same place it started, when so much time and effort was made by Council & Senior City Administration, would be absolutely counterproductive. This "Condo & Fence Lease" should not be or compared to the other 5 leases the Transport Department wants to cancel. The creation of 3 Heritage Condos & Fence Lease was the modern mechanism as a long-term solution a unique one of a kind situation created in 1912 when 3 single family homes were built on a single corner lot with a 1 foot ...literally 12" backyard and no front yard other than the city boulevard. Included below is the original rendering of the 3 Heritage "Condos" & "Fence" approved by City Council.

•The 3 Heritage Home “Condos” & Fence Lease are integral to each other. Without the ability to separate these three 1912 Character homes vis-à-vis a fence between simple things such as having a barbecue, children safely playing the yard, pets or even having an alcoholic beverage outside one’s home would not be permitted. There would be significant loss of the value, perhaps hundreds of thousands of dollars to the value of these homes without the use of separated front fenced yard in the absence of a backyard. It would put in jeopardy the entire practical use & financial viability of this 3 Heritage Home Condominium Association. It would put in jeopardy preserving history through single-family ownership and peaceful use of a small front yard when no backyard exists.

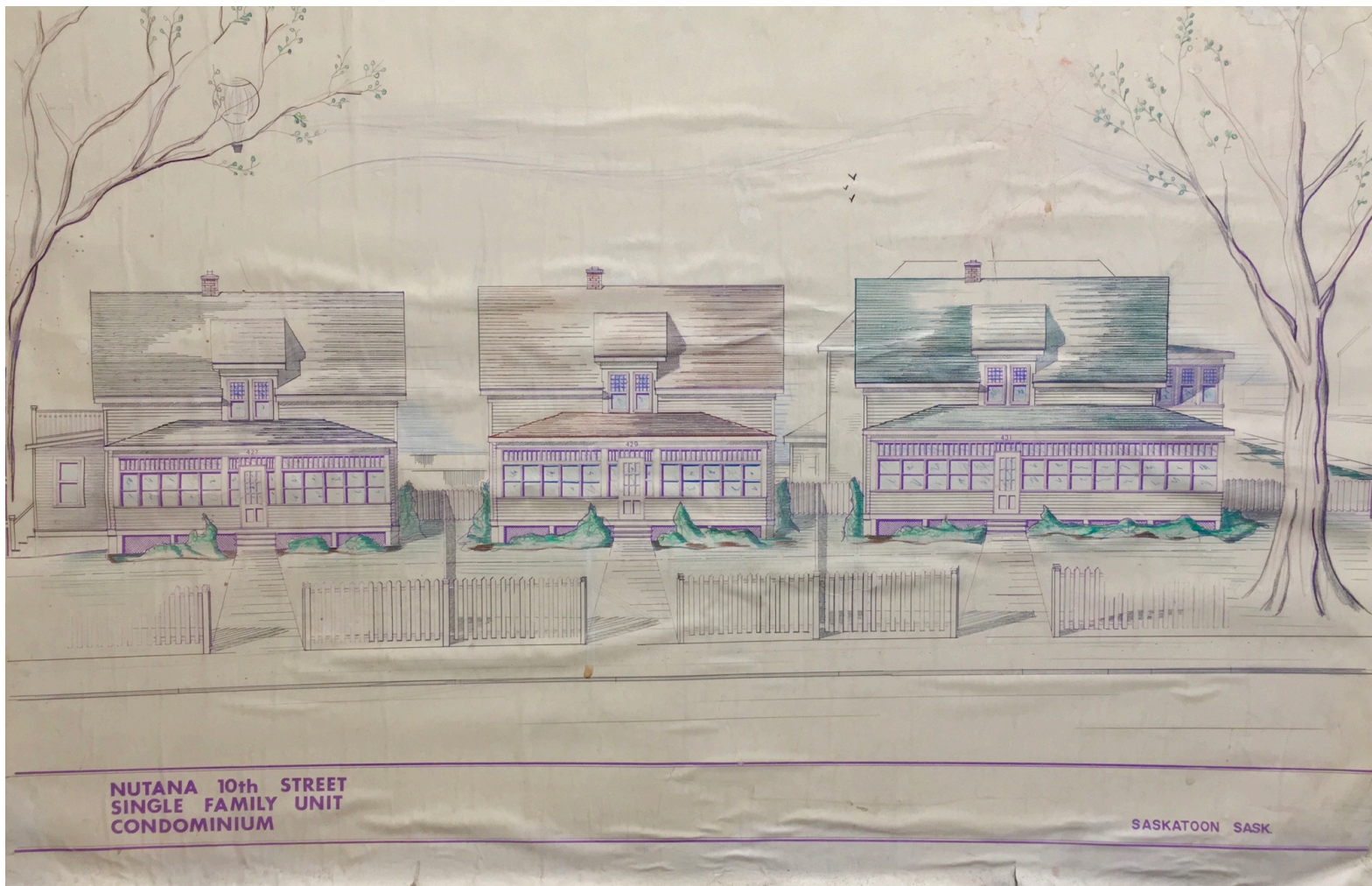
•Massive Community Support. The Nutana Community and the City of Saskatoon both wanted to preserve the unique heritage component of these three single family homes built in 1912. We had over whelming support from the community with an excess of 1600 people signing a petition to have this fence constructed to allow single family ownership and preserve & celebrate local architectural history for future generations.

•Preserving City of Saskatoon Heritage. These three 1912 Character homes are prime historical examples from an important era in Saskatoon history. The previous structure of three single family homes on a single corner lot put these heritage homes at risk. The individual condo and fence lease solution was the long-term solution to preserve these important examples of our heritage for generations to come. Countless hours of research and thousands of dollars were put into design & custom build of this historical period fence and gate arbours. The City of Saskatoon awarded us a Heritage Award for this fence and its contribution to highlighting & preserving Heritage. This fence design was the inspiration for the fence built at Saskatoon’s oldest residence, the City Heritage site called the Marr Residence.

•To conclude, I submit, that due to the unique aspects of this condominium project, and the approximate 20 years, of established success arrived at, from the council of the day, that this lease, and present terms, should remain unchanged.

With kind regards,

Patrick Wolfe



NUTANA 10th STREET  
SINGLE FAMILY UNIT  
CONDOMINIUM

SASKATOON SASK

## Bryant, Shellie (Clerks)

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**From:** City Council  
**Sent:** November 19, 2018 6:26 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** letter\_to\_city\_of\_saskatoon\_2.pdf; boulevard-lease-redacted\_.pdf

Submitted on Monday, November 19, 2018 - 06:26  
Submitted by anonymous user: 107.203.253.123  
Submitted values are:

Date: Monday, November 19, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Jian  
Last Name: Liu  
Email: [REDACTED]  
Address: [REDACTED] Braemar Cres  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7V [REDACTED]  
Name of the organization or agency you are representing (if applicable):  
Subject: Right-of-way boulevard leases  
Meeting (if known): City Council Regular Business Meeting (2018-11-19)  
Comments:

During the November transportation committee meeting, several statements were made about right-of-way leases that did not accurately describe our lease and the process we went through. The purpose of our letter is to identify and clarify some of these inaccuracies in advance of the next council meeting. We would also like to request again that the City does not decide to terminate our right-of-way lease in an arbitrary way.

Since we are already submitting this letter to Council, we are not asking to make a prepared statement in-person. However, we would like to request permission to speak ad-hoc during the council meeting, in case further inaccurate or unclear discussion arises relating to right-of-way leases. It is impossible for us to respond to such discussion ahead of time.

**Attachments:**

letter\_to\_city\_of\_saskatoon\_2.pdf:  
[https://www.saskatoon.ca/sites/default/files/webform/letter\\_to\\_city\\_of\\_saskatoon\\_2.pdf](https://www.saskatoon.ca/sites/default/files/webform/letter_to_city_of_saskatoon_2.pdf)  
boulevard-lease-redacted\_.pdf: [https://www.saskatoon.ca/sites/default/files/webform/boulevard-lease-redacted\\_.pdf](https://www.saskatoon.ca/sites/default/files/webform/boulevard-lease-redacted_.pdf)

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/266986>

Dear councillors,

We observed the discussion of residential right-of-way (RoW) leases during the November transportation committee meeting. We greatly appreciated the depth and breadth of the discussion, as well as the councillors' attention to objectivity and fairness. We wanted to write this follow-up letter for the City Council meeting, to address some points made during the meeting that did not match our experiences and situation.

We have not breached any terms of our actual lease: our lease does not stipulate any height requirements; also, we have paid lease fees to the City annually, which have all been accepted, so the lease should be considered active. Our RoW lease remedies fence placement issues created by previous homeowners, and was signed when we built a new fence.

We would greatly appreciate a City boulevard policy update that takes into account our specific situation, and which does not suddenly change our existing agreements with the City.

### We continue to pay the City annually for the lease, and want to renew it

Mr. Magus indicated that our RoW lease is "stale". As the details of what constitute "staleness" were discussed in private, we don't have a full understanding of what the term implies, but we offer our best-effort description of the situation.

- In late 2016, we contacted the Transportation Department about the upcoming expiration of the lease. We were told that there was no problem so long as lease invoices were paid, and were not offered the option of explicitly renewing the lease.
- The City's Transportation Department has continued to issue invoices for our RoW lease, even though the lease has not been officially renewed.
- We have been paying the invoiced amount for a RoW lease every year, and the City continues to accept these payments. Our latest payment applies up to November 2019.

We presume the City is in agreement with the terms of the lease contract, and that it is still valid. There is not much more we can do if the City has not taken steps to update the lease.

### Our fence does not violate the lease's height requirements

Mr. Magus stated that we have breached the terms of our lease, because a portion of our fence may not exceed 1.0 metres in height. Ms. Gardiner stated that such terms were indicated as part of the lease agreement, but this is the first time we've come across such a requirement.

- Our lease agreement does not state anything about the expected height of the fence constructed on the City RoW, nor does it actually cite any council policies, bylaws, or other documents about a fence height requirement. (See attached lease)
- When staff from the Transportation (then Infrastructure Services) Department checked our fence plans, they indicated a 2-metre fence height maximum, as well as setback requirements. They did not state anything about any 1-metre height limits.
- Since City Bylaws are now available online, we did some supplemental research.

- Section 5.13 of the Zoning Bylaw (No. 8770), apparently dating from no earlier than 2009, indicates only that **front yard** fences are constrained to a 1.0 metre height, and that **side yard** fences may be up to 2.0 metres tall.
- Although council policy C07-016 (“Lease of City Boulevard”) does indicate that side yard fences should not exceed one metre in height, we are not sure whether this particular clause is up-to-date. The policy dates from 2004, and Bylaw 8770 is about five years newer.
- The City has constructed many masonry walls in our community, including along Briarwood Rd. and Briarvale Rd. (see, for example, Figure 3). They can effectively create side yard fences that are also about 2 metres tall.
  - When we planned our fence, we followed the examples of the City-constructed walls and our neighbours’ fences.
  - We don’t see how a 1 metre side fence height maximum could be enforced without the existing City-built masonry walls creating a double standard.

### Our RoW lease remedies the mistake of a previous property owner, and we obtained City approval before constructing a new fence

During the council meeting, it was implied that our residential RoW leases was requested retroactively, after we had made a mistake when constructing a fence. This does not accurately describe our situation.

- When we purchased our property in 2007, it already had a fence constructed in the City’s boulevard RoW, directly adjacent to the sidewalk. Historical satellite imagery indicates that this fence predates 2004. (See Figures 1 and 2)
- As first-time homeowners in Canada, we did not realize that the existing fence was constructed in the City’s boulevard RoW, without approval.
- In 2011, because our fences were starting to look worn out, we hired professionals to build new fences.
- Right after our old fence was torn down, the City sent a slip of paper informing us that our fence had been constructed on a City boulevard, and we could not just construct a new fence on the same location. It offered no aid nor recourse.
- We were in a difficult situation because, at the time, we had no backyard fence at all, meaning no privacy on a corner lot. The existing landscaping in our backyard meant that it would be difficult to manoeuvre a fence right at the property line boundary. Winter was also approaching soon.
- The process of resolving this encroachment was long; we spent many days looking for the right people at the City who were able to resolve our situation.
  - The solutions offered to us were to either lease or purchase the piece of land. We chose to lease the land because it offered a faster turnaround time.
- City employees were careful to verify both our fence plans and the actual constructed fence.
  - We waited for our fence plan (including height and alignment) to be approved before we asked the fencing company to begin construction.

- The Transportation (then Infrastructure Services) Department needed to verify that our fence was correctly built before it could finalize and issue the lease.

### A retroactive policy change would unfairly penalize us

Our fence was carefully examined and fully approved by the City in 2011. We believe the Transportation Department's current proposal, of a sudden change in policy, would be unfair to us.

- We have never constructed (or ordered construction of) a fence that encroached without permission into the City's RoW. We were simply trying to rebuild an aging encroaching fence placed by a former property owner.
- The location of our current fence, in the City boulevard, is due to our backyard's existing landscaping, as placed by a previous property owner. This landscaping affects where a fence can be easily placed.
- We feel it would be unfair for us to bear the financial burden of a council policy that affects existing construction.
- According to our research, when other cities in Canada change enforcement standards for encroachments, the new standards only apply to newly-created encroachments, not any that had already existed. Some cities explicitly include grandfather clauses in their encroachment bylaws.

### We are unable to install central air conditioning without a RoW lease

One reason we applied for a RoW lease was to create a space where we could install an air conditioning unit. This allowance is explicitly stated in the lease. (See attached lease)

- Given the exterior layout of our property and the location of our utility room, an AC unit cannot be installed elsewhere.
- Placing an AC unit in a publicly accessible area is unsafe for passersby (especially children), and also exposes the unit to possible damage.
- Air conditioning units, and their accompanying ductwork, cannot be easily relocated. This seems to imply an understanding that our lease would be in effect for a more extended period of time.

We have not yet installed an AC unit, because HVAC professionals have advised us to wait until we need to replace the furnace, and add the AC unit then. Our furnace is close to 30 years old and will need to be replaced very soon. Terminating the RoW lease would make it infeasible to install this AC unit.

Especially given the number of informal encroachments and private uses of City boulevards, we can't help but feel disproportionately and unfairly penalized by the Transportation Department's proposed termination of our RoW lease. We took the time to work with the City to discover and agree upon a non-disruptive alignment for our fence. We arranged our RoW lease with the City, despite construction schedule time pressure.

We have since received compliments from neighbours about the aesthetics of our new fence. We have always taken the effort to look after the City boulevard adjoining our property, including removing sidewalk snow even past the property line, both before and after the lease was signed.

When we applied for our lease in 2011, it was presented to us as a viable long-term solution to our unique situation. Should our RoW lease be terminated due to arbitrary actions, it would create a frustrating lack of consistency. We would greatly appreciate not having to endure another ordeal of fence construction only a few years after our last one.

Best,  
Jian Liu and Ping Dong



**Figure 1:** Google Street View imagery of the fence constructed by a previous homeowner, circa 2009. This is the earliest-available Street View imagery of our property.



**Figure 2:** DigitalGlobe satellite imagery, obtained using Google Earth, of the fence on the property, circa 2004, as constructed by a previous homeowner. One can make out that the backyard fence (boxed in red) originally ran right next to the sidewalk.



**Figure 3:** Google Street View imagery, circa 2015, of a City-constructed masonry wall facing Briarvale Rd., close to the corner with Briarvale Bay. This masonry wall is above 1.0 m in height, and runs extremely close to a sidewalk.

## Boulevard Lease Agreement

This Agreement made effective the 21<sup>st</sup> day of November, 2011.

Between:

**The City of Saskatoon**, a municipal corporation pursuant to the provisions of *The Cities Act*, S.S. 2002, Chapter C-11.1 (the "City")

- and -

**Jian Liu and Ping Dong**, both of the City of Saskatoon, in the Province of Saskatchewan (the "Lessees")

Whereas the Lessee occupies:

Parcel Number:  
Title Number:  
Legal Description:

As described on Certificate of Title

which land is commonly known as Braemar Crescent, and is immediately adjacent to the land which is the subject of this Agreement;

Whereas the Lessees are prepared to be bound by this Agreement and to perform the covenants contained in this Agreement;

The parties agree as follows:

### Purpose

1. The Lessees wish to lease that portion of a City boulevard as shown outlined on the attached Schedule "A" (the "Land") for the purposes of expanding the yard at Braemar Crescent to enclose trees and install an air conditioner. This document is the Lease Agreement.

### Grant of Lease

2. In consideration of the rents, covenants, conditions and agreements contained in this Agreement, the City leases the Land to the Lessees.

### **Term**

3. The term of this Agreement is 5 years commencing November 21, 2011 and ending November 21, 2016 (the "Term"), which Term may be extended for a further 5 years subject to the parties reaching agreement on rent.

### **Rent**

4. The Lessees shall pay rent to the City in advance on or before the 21st day of November of each year in the amount of \$ [REDACTED] per annum, plus Goods and Services Tax ("GST").

### **Lessee's Covenants**

5. The Lessees hereby covenant with the City:
  - (a) to pay the rent reserved on the days and in the manner aforesaid without any deduction or abatement whatsoever;
  - (b) to install fencing or curbing, straight faced or angled to prevent vehicle access between the street and the leased area, 1.7 metres from the face of the curb, except at permitted driveways;
  - (c) to ensure that access to the Land is provided only from the Lessees' adjacent property;
  - (d) to use the Land only for the purpose of increasing yard area;
  - (e) to ensure that no permanent structure is constructed or placed on the Land;
  - (f) upon termination of the lease, to return the Land to its pre-lease condition;
  - (g) not to sublet the demised Land or any portion thereof or assign this Agreement or part with the possession of the demised Land without first obtaining the written consent of the City;
  - (h) to maintain the demised Land in a clean, tidy, sanitary and safe condition at all times, and not permit garbage or waste to accumulate on or about the demised Land;

- (i) to permit the City by its servants or agents at all reasonable times to have a full and free access to any and every part of the demised Land, to view the state of repair and for any other reasonable grounds;
- (j) to indemnify and save the City harmless from any and all liability, damage, expense, cause of action, suits, claims or judgments arising from injury to person or property on the demised Land or arising either directly or indirectly by virtue of the Agreement;
- (k) to maintain and keep in force during the term of this Agreement, general liability insurance in an amount not less than \$2,000,000.00 in a form satisfactory to the City which will name the City as an additional insured. The Lessee will provide proof of such insurance to the City at the beginning of the term of the Agreement;
- (l) at the Lessees' own cost and expense to comply with the requirements of every applicable bylaw, statute, law or ordinance, and with every applicable regulation or order with respect to the condition, equipment, maintenance, use or occupation of the demised Land; and
- (m) to maintain the Land at the Lessees' own cost and expense and be responsible for all snow removal.

### **Re-Entry by City**

6. If the rent or any part of the rent payable under this Agreement is unpaid for 30 days after becoming payable (whether formally demanded or not), or if any covenant in this Agreement is not performed or observed or if the Lessees abandon the Land, the City may re-enter upon the Land and this Agreement will be automatically terminated. The termination will not affect the City's other rights under this Agreement.

### **Termination**

7.
  - (1) The City may terminate this Agreement if the Land is required for future road development by providing the Lessee with 30 days written notice of its intention to do so.
  - (2) The parties may terminate this Agreement upon breach of the terms by the Lessees.

## Bryant, Shellie (Clerks)

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**From:** City Council  
**Sent:** November 16, 2018 2:59 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Friday, November 16, 2018 - 14:58  
Submitted by anonymous user: 204.83.204.174  
Submitted values are:

Date: Friday, November 16, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Andrew  
Last Name: Shaw  
Email: andrew.shaw@nsbasask.com  
Address: 1724 Quebec Ave, 9  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7K 1V9  
Name of the organization or agency you are representing (if applicable): NSBA  
Subject: TCU Place/SaskTel Centre Market Analysis  
Meeting (if known): City Council Regular Business Meeting  
Comments:  
Hello,

I would like to request to speak to item 9.5.2 - TCU Place / SaskTel Centre Market Analysis (File No. CK. 611-3 x 620-3) at Monday's City Council Meeting.

Thanks in advance,

Andrew Shaw  
Research and Policy Analyst  
NSBA  
Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/266802>

## Bryant, Shellie (Clerks)

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**From:** City Council  
**Sent:** November 19, 2018 9:58 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** sasktel\_centretcu\_place\_letter\_to\_council.doc

Submitted on Monday, November 19, 2018 - 09:58  
Submitted by anonymous user: 207.195.58.254  
Submitted values are:

Date: Monday, November 19, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Peggy  
Last Name: Sarjeant  
Email: [REDACTED]  
Address: [REDACTED] University Drive  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7N [REDACTED]  
Name of the organization or agency you are representing (if applicable): Saskatoon Heritage Society  
Subject: Sasktel/TCU Place Market analysis  
Meeting (if known): City Council  
Comments: I would like to speak to Council in reference to this topic. Please see attached letter  
Attachments:  
sasktel\_centretcu\_place\_letter\_to\_council.doc:  
[https://www.saskatoon.ca/sites/default/files/webform/sasktel\\_centretcu\\_place\\_letter\\_to\\_council.doc](https://www.saskatoon.ca/sites/default/files/webform/sasktel_centretcu_place_letter_to_council.doc)

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/266998>

Mayor and Members of Council,

20<sup>th</sup> November 2018

Re: SaskTel Centre /TCU Place

The Saskatoon Heritage Society is interested in the discussion surrounding a potential location for a downtown arena and convention centre. The downtown is home to many of our historic buildings which provide Saskatoon with a unique sense of place. This would include not only the downtown core, but also the warehouse district and North Downtown.

We are pleased that consideration is to be given as to how a proposed entertainment district would fit into “a wider vision for a strong downtown” but what is that vision? Presumably, this project would require the re-drawing of the City Centre Plan and its components, yet it is in this plan that Saskatoon’s vision for the downtown resides.

Regrettably, there is no mention of our heritage resources in the draft terms of reference, nor of the heritage community in the list of stakeholders. Heritage assessment and heritage preservation should play a key role in any proposed development.

Please include “heritage resources” in the Terms of Reference and the heritage community as a stakeholder

Please also consider addressing how this project complements the City Centre Plan and how it would have an impact on other possible developments downtown.

Thank you.

Peggy Sarjeant

President, Saskatoon Heritage Society

## Bryant, Shellie (Clerks)

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**From:** City Council  
**Sent:** November 16, 2018 4:11 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Friday, November 16, 2018 - 16:10  
Submitted by anonymous user: 207.47.217.110  
Submitted values are:

Date: Friday, November 16, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Malik Umar  
Last Name: Draz  
Email: malikusw2014@yahoo.ca  
Address: 325 Farmont Dr  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7M 5G7  
Name of the organization or agency you are representing (if applicable): USW Local 2014  
Subject: Request to speak  
Meeting (if known): city Council  
Comments: Request to speak on Wheelchair Taxi licience  
Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/266818>

## Bryant, Shellie (Clerks)

---

**Subject:** FW: Taxi agenda kindly add my name

---

**From:** M Gill [REDACTED]  
**Sent:** November 16, 2018 5:53 PM  
**To:** Bryant, Shellie (Clerks) <Shellie.Bryant@Saskatoon.ca>  
**Subject:** RE: Taxi agenda kindly add my name

Thank you, have a great evening and weekend. Kindly amend my correct email address which is [REDACTED], thank you once again.

Kind Regards

M Gill  
[REDACTED]

Sent from my Samsung Galaxy smartphone.

----- Original message -----

**From:** "Bryant, Shellie (Clerks)" <[Shellie.Bryant@Saskatoon.ca](mailto:Shellie.Bryant@Saskatoon.ca)>  
**Date:** 2018-11-16 5:23 PM (GMT-06:00)  
**To:** M Gill [REDACTED]  
**Subject:** RE: Taxi agenda kindly add my name

You can access the agenda here <https://pub-saskatoon.escribemeetings.com/Meeting.aspx?Id=cb86cfa6-0bb2-4def-a3c7-525f520610ee&Agenda=Agenda&lang=English&Item=66> and the report here <https://pub-saskatoon.escribemeetings.com/filestream.ashx?DocumentId=73814>.

We will add you to the speaker's list.

**Shellie Bryant | tel 306-975-2880**

Deputy City Clerk, City Clerk's Office

City of Saskatoon | 222 3<sup>rd</sup> Avenue North | Saskatoon, SK S7K 0J5  
[shellie.bryant@saskatoon.ca](mailto:shellie.bryant@saskatoon.ca)

[www.saskatoon.ca](http://www.saskatoon.ca)

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Please contact the sender and delete the message and any attachments.*

---

**From:** M Gill [REDACTED]  
**Sent:** November 16, 2018 5:16 PM  
**To:** Bryant, Shellie (Clerks) <[Shellie.Bryant@Saskatoon.ca](mailto:Shellie.Bryant@Saskatoon.ca)>  
**Subject:** Taxi agenda kindly add my name

Dear Shell

Sorry I haven't received agenda ref Taxi's matter in City Hall on Monday 19th November 2018, thank you.

Kind Regards

M Gill

[REDACTED]

[REDACTED]

Sent from my Samsung Galaxy smartphone.

---

## Additional Information for Waste and Organics

### Recommendation

That the report of the Acting General Manager, Corporate Performance Department, dated November 19, 2018, be received as information.

### Topic and Purpose

The purpose of this report is to provide additional information regarding contamination risks, program costs, and communications plans for the contemplated organics and waste program changes.

### Report Highlights

1. With respect to the risk of contamination related to funding models, there is no clear evidence that funding approach impacts contamination. Evidence suggests that program design features that most clearly impact contamination risk include plastic bags, pet waste, diapers, education and collection frequency.
2. Regardless of the source of funding (taxes or utility), the City of Saskatoon applies the same assumed debt repayment amortization period and borrowing rate to capital funds. At the time of writing this report, if the City was to borrow capital funds it has been assumed they will be repaid are amortized over ten years at 3.00% interest.
3. A 'Curbside Waste Redesign Funding Options' information sheet has been created to assist City Council and the public to understand the decisions being contemplated. The information sheet demonstrates the funding model options, the impact of those decisions, as well as the pros and cons to be considered.

### Strategic Goal

This report supports the Strategic Goal of Environmental Leadership by helping provide optimized solid waste diversion and landfill operations.

### Background

City Council, at its meeting held on October 22, 2018, considered three reports on, and relating to, the implementation of a unified waste utility that includes a city wide curbside organics collection. During consideration of the Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility report, City Council further deferred the following motion to City Council on November 19, 2018.

- “1. That curbside waste collection be funded as a utility;
2. That curbside organics collection be funded as a utility; and  
Pending further information from Administration regarding:
  - Clarification on contamination of organics when funded by the mill rate and waste as a utility;
  - Clarification on the projected amortization period for capital expenditures should organics be funded by the mill rate;

- Additional communication materials
3. That 13.6M in capital funding be approved to implement Option 1 and that funding be borrowed from the future utility.”

## Report

### Contamination Risks

The City has received information from its curbside recycling contractor indicating that diversion programs (i.e. organics and recycling) may become more contaminated if funded through property tax when garbage is funded in a more visible manner through a utility fee. Administration conducted additional research seeking to find clear evidence that this concern could be measured from what has been reported by other communities. Attachment 1, Funding Models and Contamination Risk, provides a summary of this research. The evidence suggests that program design features that most clearly impact contamination risk include plastic bags, pet waste, diapers, education and collection frequency. There is no clear evidence that funding approach impacts contamination.

### Capital Borrowing and Debt Repayment in Different Funding Scenarios

Regardless of the source of funding (taxes or utility), the City of Saskatoon applies the same assumed debt repayment period and borrowing rate to capital funds. At the time of writing this report, if the City was to borrow capital funds it has been assumed they will be repaid over ten years at 3.00% interest. The funding source (taxes or utility) provides the annual payments.

In the example of the City Wide Curb Side Organics program, the capital cost for procurement and distribution of collections carts is estimated at \$7M, which based on the assumed repayment terms above means an annual payment of \$850,000. This \$850,000 payment is equivalent to \$0.98 monthly in a utility funding model or a 0.39% increase on the mill rate. Table 1 shows comparisons for these funding sources for different components of the organics program.

*Table 1: Amortized Cost Comparisons for the Organics Program*

<b>Capital Item</b>	<b>Annual Amortized Payment</b>	<b>Equivalent Monthly Utility Impact</b>	<b>Equivalent Mill Rate Increase</b>
Organics Carts <sup>1</sup>	\$ 850,000	\$0.98	0.39%
Additional Fleet <sup>2</sup>	\$ 48,000	\$0.06	0.02%
Program Development <sup>3</sup>	\$ 188,000	\$0.22	0.09%
<b>Total</b>	<b>\$1,086,000</b>	<b>\$1.26</b>	<b>0.50%</b>

<sup>1</sup>This is based on the purchase and deployment of 71,000 240L (65Gal) green carts.

<sup>2</sup>Current estimates only require one additional side arm collection truck based on the selected level of service

<sup>3</sup>Program development costs are estimates that also include a waste utility, should the funding of solid waste remain tax based this development number would be reduced.

Table 1 does not include any borrowing or associated repayments of an organics processing facility, this is because the Administration has not explored internal processing of organics from the city wide curb side organics program. The facility costs

would be reflected in the cost per tonne charged to the City by the vendor supplying the processing. Through National Solid Waste Benchmarking and the Request for Information, the cost per tonne could be anywhere between \$45 and \$140 depending on the technology and materials selected. Since the processing is intended to be sent out for public procurement it is hoped that this competition will result in competitive rates. Some of the vendors who responded to the Request for Information are currently running organics processing facilities in the Saskatoon area, as a result the City of Saskatoon will not be fronting all of the capital costs of a new facility in the charge per tonne unless that new facility is more competitively priced than existing commercial infrastructure.

Table 1 provides examples of debt repayment costs under a tax or utility funded scenario. The Administration provided a recommendation and alternative funding options in the Additional Information report provided to City Council on October 22<sup>nd</sup>, Table 2 provides a summary of these options. Details on these options can be found in Attachment 1 of the Additional Information for Waste and Organics Cost and Funding report. Similarly to that attachment financially conservative estimates with the medium size cart (where applicable) are presented in Table 2 (refer to Attachment 2 for more information).

*Table 2: Summary Comparison of Funding Options*

	<b>Recommendation</b>	<b>Opt 1</b>	<b>Opt 2</b>	<b>Opt 3</b>
<b>Description</b>	Full Utility	Waste Utility, Organics Tax	Full Tax Funding	Tax funded with bin fees
<b>Property Tax Impact</b>	-3.5%	0%	4.7%	2.7%
<b>Utility Rate Impact</b>	\$18/month	\$8/month	N/A	\$1.70/month fee
<b>Pros</b>	Equity, Sustainability, Funding Sustainability	Equity, Sustainability	Full Funding	Some incentive
<b>Cons</b>	Cost	Risk of Contamination, Multi-family pay without service	No incentive to waste less, costs are bundled, long term funding competition	Long term funding competition, costs are bundled, Multi-family pay without service
<b>Waste Diversion Potential</b>	High potential	High potential	Moderate potential	Moderate potential

### **Communication Plan**

A 'Curbside Waste Redesign Funding Options' information sheet has been created to assist City Council and the public to understand the decisions being discussed at the November 19 meeting. The information sheet demonstrates the funding model options, the impact of those decisions, as well as the pros and cons to be considered (see Attachment 2).

Once a decision is made on how to fund organics and waste, additional communications will be developed to inform residents, the impact to residents, and what decisions still need to be made in order to proceed with program development and implementation. Various tools will be used to communicate these messages such as news releases, media outreach, social media, emails, and the City website.

A 'back to the basics' social media campaign will also be developed following Council's decision. After several months of debating the proposed change to curbside waste management, the public has been exposed to many details and nuances of the various recommendations. This will present a good opportunity to remind residents why a curbside waste redesign is necessary.

Pending the final decision, consideration will also be given to re-packaging the Pay-As-You-Throw concept into something that is less confusing for residents and better conveys the incentive-based variable rate model for different cart sizes.

### **Financial Implications**

The financial implications will depend on the funding sources selected by City Council for the Organics program. The total amortized costs will depend slightly on the level of service selected and the location of a processing facility if the collections service is supplied by the City of Saskatoon. Should this service be provided by the private sector these costs would be reflected in monthly contract payments made by the City of Saskatoon to the successful vendor.

### **Environmental Implications**

The creation of a city wide curb side organics program will reduce the City of Saskatoon's greenhouse gas emissions by reducing the tonnes of organics that are landfilled, it will also extend the landfill life. The type of funding for the organics program will have a limited impact on the environment, whereas charging for waste can incentivise diversion further improving environmental outcomes.

### **Other Considerations/Implications**

Whether the City or a private service provides collections related to the organics program, a number of new FTEs will be required as outlined in the table below.

## Additional Information for Waste and Organics

<b>NEW FTEs Required for Organics Collection</b>	<b>City</b>	<b>Private</b>
Administrative Staff (Accounting & Systems)	<b>1.5</b>	2.5
Environmental Protection Officers (EPOs)	<b>2.0</b>	2.0
Collections*	13.7	TBD
<b>Total</b>	<b>17.2</b>	<b>4.5</b>

\*Collection operators, containers staff, supervisory staff and special services collection staff

It is estimated that 25 FTEs are required to provide collections related to a new organics program. However, if the City provided collections, a total of 13.7 new FTEs would be required. This is 11.3 less than identified since the City is able to share resources for waste and organics collections and reallocate FTEs from the existing waste program.

The FTEs requested as part of this program include the conversion of seasonal staff (providing the seasonal green cart and seasonal increased service level for solid waste) to full time staff. Of the 13.7 FTEs required, 3 of these FTEs would represent conversion of 9 seasonal staff to full time.

<b>Waste Collection</b>	<b>FTEs</b>
Current Level of Service for Waste (Weekly Summer, Bi-Weekly Winter)	30.1
Future Level of Service for Waste (Bi-Weekly Year Round)	24.7
Collections staff available to re-allocate to Organics Program	5.4
<b>Organics Collection</b>	
Total FTEs required	25.0+
Reallocated FTEs from Waste Collection	(5.4)
*Internal Efficiencies	(5.9)
<b>NEW FTEs Required for Organics</b>	<b>13.7</b>
Estimated total FTEs Avoided	11.3

\*\*Shared resources for waste and organics collections (collections staff, containers staff, supervisory staff and special services staff)

There are no options, public and/or stakeholder, policy, Privacy, or CPTED implications or considerations.

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

The Administration intends to provide an update on the implementation of the organics program in the second quarter of 2019.

### Public Notice

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

### Attachments

1. Funding Models and Contamination Risk

2. Curbside Waste Redesign Funding Options – November 2018

**Report Approval**

Written by: Carla Blumers, Director of Communications  
Russ Munro, Director of Water and Waste Stream  
Brenda Wallace, Director of Environmental and Corporate  
Initiatives

Approved by: Dan Willems, A/General Manager, Corporate Performance Dept.

Admin Report - Additional Information for Waste and Organics.docx

## Funding Models and Contamination Risk

Administration has provided various options on how waste management, including a new organics program, could be funded. These options include funding through a utility fee, through property taxes, or a combination where one program (for example organics) is funded through property taxes, and other programs (for example recycling and garbage) are funded through a utility fee. Council has requested that additional information about the impacts that these different funding models, especially as they may affect contamination, might have on future programs.

### Utility Funding vs Property Tax Funding

The costs for disposing municipal solid waste could be funded through a utility and implemented either as a flat rate, or based on a variable-pricing model, commonly referred to as Pay-As-You-Throw (PAYT). Variable fees arise when users are charged a rate based on how much waste they present for collection to the municipality. For the purposes of the proposed program, the amount of waste presented is determined by the size of cart selected. A utility funding approach has been recommended based on the potential to reduce waste and increase diversion. According to Canada's Ecofiscal commission report, this model has been shown to decrease household waste disposal by 10-50%, mostly through increased use of recycling and composting<sup>1</sup>.

Concerns have been raised that using a visible utility fee for garbage may result in increased contamination of whichever waste stream is perceived to cost less. This perception was originally brought up as a concern for a potential impact on recycling by Loraas Recycle; they continue to have this concern. Contamination rates for recycling are increasing, from a running average contamination rate of 4% for the first three years of the program, to 6% in 2016, and 10% in 2018.

Administration looked for linkages between funding models (PAYT, flat utility fees, and property tax funded) and were unable to find any obvious correlation between how waste services are paid for and the contamination rate. The City of Calgary did a scan of eight North American municipalities currently using variable utility fees based on cart sizes in their waste management program for a committee report in June 2018<sup>2</sup>. The scan found that with the implementation of PAYT, one municipality (Toronto) saw an increase in recycling contamination, which was speculated to be a result of residents placing excess garbage into their recycling carts. The report also mentioned the Region of Peel's program having seen an increase in contamination; however, this program is funded through property taxes, and does not have variable pricing (and therefore is technically not PAYT). A recent study by York University has suggested that rising contamination rates in recycling can be linked to switching from a bag-based system to a cart system<sup>3</sup>, which the Region of Peel had done at the same time as implementing variable waste cart sizes.

<sup>1</sup> <https://ecofiscal.ca/wp-content/uploads/2018/10/Ecofiscal-Commission-Solid-Waste-Report-Cutting-the-Waste-October-16-2018.pdf>

<sup>2</sup> <https://pub-calgary.escribemeetings.com/filestream.ashx?DocumentId=51686>

<sup>3</sup> <https://resource-recycling.com/recycling/wp-content/uploads/sites/3/2018/06/York-University-Beyond-the-Box-Study-final-1.pdf>

Through the Administration's own research conducted on municipalities having organics programs, it was found that each program is fairly unique, as are the Key Performance Indicators (KPIs) that are being reported. Due to the individuality of every municipality studied, it is challenging to use this research to estimate risks associated with Saskatoon's own unique program proposal. Importantly, only one municipality studied (Burnaby) split their waste management costs between property taxes and a utility rate. All other municipalities utilize one funding approach for all services. The following information should therefore be received with this context in mind. A summary including those centres having co-mingled organics programs (similar to what is expected in Saskatoon) is included in the table below.

Municipality	PAYT?	Organics Collection Frequency, Winter	Waste Collection Frequency	Bag Type	Accepts Diapers?	Accepts Pet Waste?	Diversion Rate	Participation rate	Capture Rate	Contamination Rate
St. Albert, AB	Yes	Bi-weekly	Bi-Weekly	Compostable	No	No	67%			
Burnaby, BC	Yes	Weekly	Bi-Weekly	Kraft	No	No	59%	41%		3%
Port Moody, BC	Yes	Weekly	Bi-Weekly	Kraft	No	No	75%			3%
Richmond, BC	Yes	Weekly	Bi-Weekly	Kraft	No	No	74%	54%	77%	3%
Surrey, BC	Yes	Weekly	Bi-Weekly	Kraft	No	No	50%			
Vancouver, BC	Yes	Weekly	Bi-Weekly	Kraft	No	No	62%			3%
Alameda County, CA, USA	Yes	Weekly	Weekly	Compostable	No	No		37%		
Portland, OR, USA	Yes	Weekly	Bi-Weekly	Compostable	No	No	60%	78%	35%	
King County, WA, USA	Yes	Weekly	Weekly	Compostable	No	No	56%	72%	48%	2%
Seattle, WA, USA	Yes	Weekly	Weekly	Compostable	No	No	59%		45%	
<b>Average PAYT</b>							<b>62%</b>	<b>56%</b>	<b>51%</b>	<b>3%</b>
Calgary, AB	No	Bi-weekly	Bi-Weekly	Compostable	No	Yes	46%	75%		5%
Halifax, NS	No	Bi-weekly	Bi-Weekly	Kraft	No	No	52%	70%	56%	7%
Guelph, ON	No	Weekly	Bi-Weekly	Compostable	No	Yes	61%		56%	
Ottawa, ON	No	Weekly	Bi-Weekly	Kraft	No	Yes	44%	50%	41%	2%
York Region, ON	No	Weekly	Bi-Weekly	Compostable	Yes	Yes	63%			17%
Lloydminster, SK/AB	No	Bi-Weekly	Weekly	Biodegradable	No	Yes			76%	13%
<b>Average Flat Fee or Mill Rate</b>							<b>53%</b>	<b>65%</b>	<b>57%</b>	<b>9%</b>

### Addressing and Mitigating the Risk of Contamination

Anecdotal evidence and other secondary research conducted by Administration does not show any clear findings that contamination risk goes up if the waste diversion programs are funded by property taxes while waste is funded by a utility. The concern for increased contamination stems from the hypothesis that residents may choose a smaller cart for financial reasons, but would then put excess garbage in the green or blue carts. However, if residents are encouraged and educated to use recycling and organics carts correctly, excess waste is likely to be minimal to non-existent, even with choosing the smallest black cart. According to the 2017 waste awareness and behaviour survey, 62% of residents state their black garbage cart to be less than  $\frac{3}{4}$  full during bi-weekly service<sup>4</sup>. City usage data indicates that at the current level of service, even without an organics program in place, over half of the residents could already downsize their cart. The added green cart will provide further capacity for residents and their organic waste, which has been reported to be 58% of what is in the black cart (by weight)<sup>5</sup>.

<sup>4</sup> [https://www.saskatoon.ca/sites/default/files/documents/corporate-performance/environmental-corporate-initiatives/waste-minimization/city\\_of\\_saskatoon\\_2017\\_waste\\_survey.pdf](https://www.saskatoon.ca/sites/default/files/documents/corporate-performance/environmental-corporate-initiatives/waste-minimization/city_of_saskatoon_2017_waste_survey.pdf)

<sup>5</sup> [https://www.saskatoon.ca/sites/default/files/documents/corporate-performance/environmental-corporate-initiatives/waste-minimization/waste\\_diversion\\_opportunities\\_report\\_-\\_final.pdf](https://www.saskatoon.ca/sites/default/files/documents/corporate-performance/environmental-corporate-initiatives/waste-minimization/waste_diversion_opportunities_report_-_final.pdf)

While a smaller cart size may be appropriate for most collections, there may be occasions where a household generates more waste than normal. Most PAYT programs have a program to deal with excess waste – usually extra bag tags that can be purchased for collections alongside the cart service. Part of the next steps for redesigning Saskatoon's curbside residential waste management programs is to consider a bulky items and excess waste program (for instance an extra bag collection program). Recommendations for these complementary programs will be brought forward in 2019; further research on operational logistics are required to determine costs and feasibility.

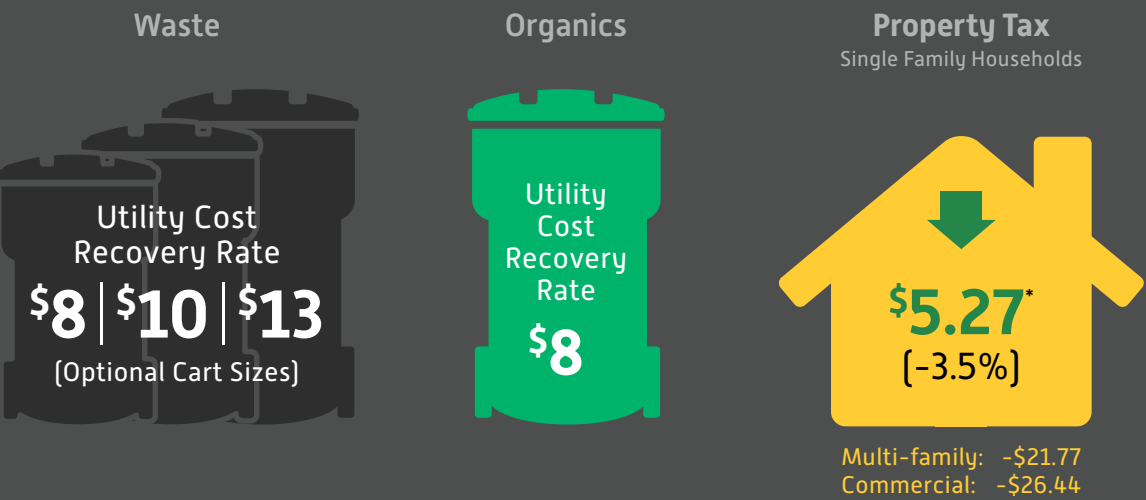
If residents are indeed more inclined to put waste in whichever cart is perceived to cost less, the method by which costs for waste programs are presented to residents may also impact contamination. If all waste programs are embedded into one fee, the cost of each individual program is less visible, and residents will feel empowered to put waste in the correct cart, instead of whatever is perceived to be the least expensive. Having an embedded fee also delivers a clear message that recycling, organics, and garbage are intrinsically part of what the city provides for curbside waste management services, instead of individual programs that can be opted out of.

The Organics Processing RFP addresses the financial risk of increased processing costs due to contamination through its embedded contract that stipulates an acceptable contamination rate threshold by which processing costs do not change. Meaning, the price for processing will remain as negotiated provided the contamination rate remains below the agreed-upon threshold. Proponents can negotiate this threshold; the Administration will ensure the rate is conservative and fair when compared to experienced contamination rates of programs that accept similar materials (i.e. no diapers or biodegradable/plastic bags).

# Curbside Waste Redesign Funding Options

NOVEMBER 2018

★ **RECOMMENDATION:** Unified Waste Utility

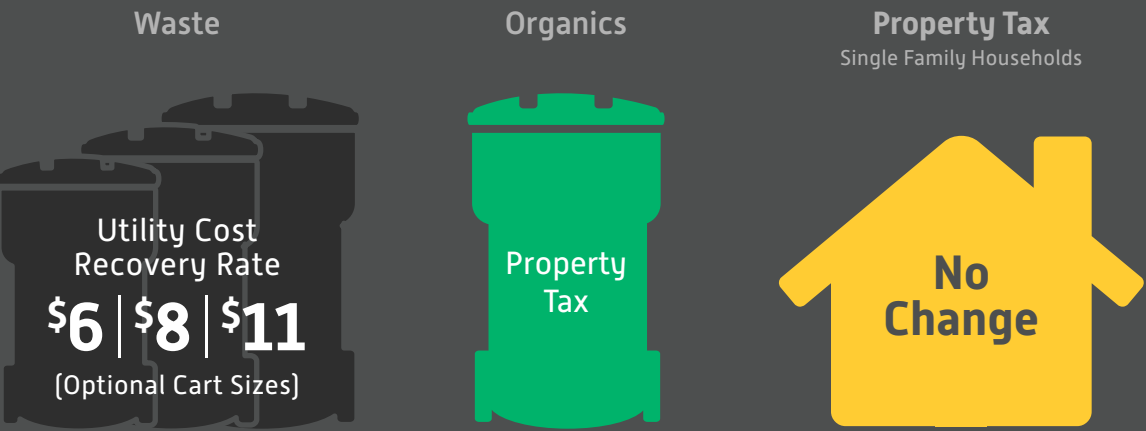


- 👍 **PROS**

  - Incentive-based pricing for black carts
  - Variable sized black carts combined with green cart program will increase the potential for waste diversion
  - Helps extend the life of the landfill
  - Property Tax reduction
- 👎 **CONS**

  - Additional cost for residents
  - Potential for illegal dumping
  - Fully-funded and sustainable over the long term
  - Fairness: costs for curbside single-family residential garbage collection and disposal are entirely borne by those receiving the service
  - Transparency in actual cost of waste
  - Determining the right cart size

**OPTION 1:** Utility Fees + Property Tax



- 👍 **PROS**

  - Fully-funded and sustainable over the long term
  - Fairness: costs for curbside single-family residential garbage collection and disposal are entirely borne by those receiving the service
- 👎 **CONS**

  - Multi-Unit and Commercial properties pay for the organics program without receiving the service
  - Potential for illegal dumping
  - Determining the right cart size
  - Less sticker shock for new black cart utility fee
  - Helps extend the life of the landfill

**OPTION 2:** Property Tax

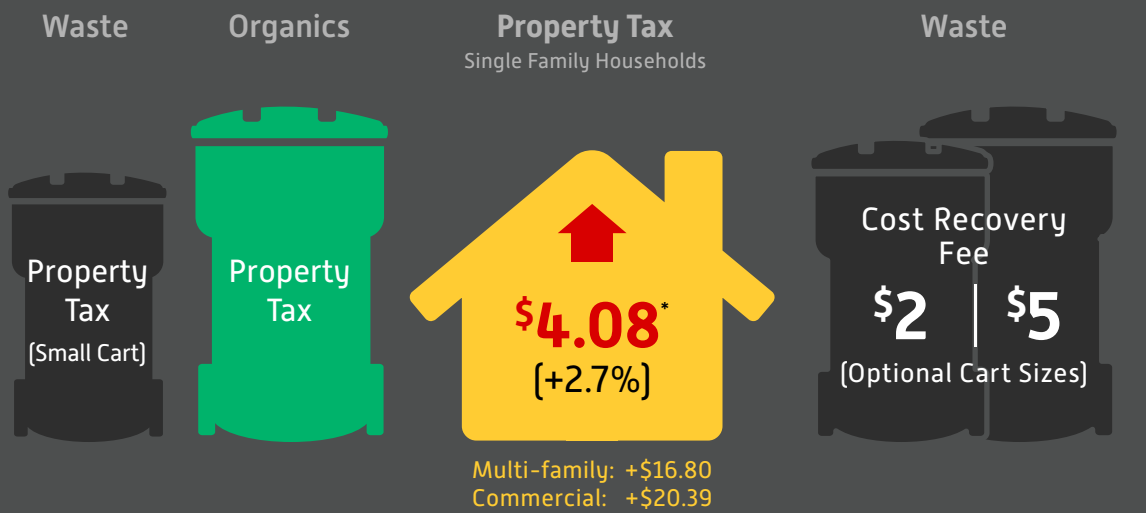


- 👍 **PROS**

  - Correction of existing funding gap
  - Less sticker shock than other options
- 👎 **CONS**

  - Increase in property taxes
  - Less incentive for waste diversion
  - No transparency in the actual cost of waste
  - 50% of single-family household cost is subsidized by other taxpayers
  - Some extension on landfill life
  - Multi-Unit and Commercial properties pay taxes for services not provided to them
  - Not saving for landfill replacement
  - Long-term funding may be unsustainable due to competing pressures on the Property Tax

**OPTION 3:** Property Tax + Cart Fees



- 👍 **PROS**

  - Correction of existing funding gap
  - Minor incentive for waste diversion
- 👎 **CONS**

  - Cost benefit of deploying smaller black carts may not generate enough positive waste diversion to merit the expense
  - Multi-Unit and Commercial properties pay for the organics program without receiving the service
  - Bundled costs remove transparency and reduce accountability
  - Some extension on landfill life
  - Less sticker shock than other options
  - Price differential between black cart options is not enough to incentivize waste diversion
  - Long-term funding may be unsustainable due to competing pressures on the Property Tax
  - Determining right cart size

**PUBLIC RESOLUTION  
REGULAR BUSINESS MEETING OF CITY COUNCIL**

**Main Category: 6. UNFINISHED BUSINESS**

**Sub-Category: 6.3 Additional Information for Waste and Organics Cost and Funding [File No. CK. 7830-1]**

**Date: October 22, 2018**

*Any material considered at the meeting regarding this item is appended to this resolution package.*

---

The City Clerk reported that this report was to be considered in conjunction with items 6.3.1 - Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility; 6.3.2 - Unified Waste Utility – Utility Rate Setting Philosophy; and 6.3.3 - Ability-to-Pay Considerations for an Expanded Curbside Waste Utility.

The following communications were provided:

Request to Speak

- Sara Harrison, Chair, Saskatoon Environmental Advisory Committee dated October 19, 2018

Submitting Comments:

- Jack Begg, dated October 9, 2018;
- Clayton Symynuk, dated October 10, 2018;
- Joanne Fedyk, Saskatoon Waste Reduction Council, dated October 11, 2018;
- Marguerite Grandberg, dated October 15, 2018;
- Bernice Guenther, dated October 21, 2018; and
- Diane Bentley, dated October 22, 2018

A/General Manager, Corporate Performance Department Willems presented the reports with a PowerPoint visual outlining the decisions to be made with respect to each.

Angie Bugg spoke on behalf of Saskatoon Environmental Advisory Committee, requesting Council to accept the recommendations to implement a comprehensive green cart program and pay-as-you throw waste utility.

The Administration answered questions of City Council and a motion to consider the recommendation was put forward.

City Council  
October 22, 2018  
Page Two

**Moved By:** Councillor Hill

**Seconded By:** Councillor Donauer

That the report of the Acting General Manager, Corporate Performance Department, dated October 22, 2018, be received as information.

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

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

**CARRIED**

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## Additional Information for Waste and Organics Cost and Funding

### Recommendation

That the report of the Acting General Manager, Corporate Performance Department, dated October 22, 2018, be received as information.

### Topic and Purpose

The purpose of this report is to provide additional information pertaining to three reports (Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility; Ability-to-Pay Considerations for an Expanded Curbside Waste Utility; and Unified Waste Utility – Utility Rate Setting Philosophy) that were presented to City Council on September 24, 2018, regarding single family residential waste collection and disposal and a potential comprehensive curbside organics program in Saskatoon.

### Report Highlights

1. This report provides additional information in alignment with the sequence of items deferred at the September 24, 2018 City Council meeting.
2. The total curbside waste collection and disposal and curbside organics program costs, including administrative costs and Recovery Park, are estimated at \$18.1M in 2018 a savings of \$5M annually compared to the amortized cost of the current program. Approximately \$6M is for solid waste, while \$8M is for organics collection and processing. The remaining \$4M is allocated to the other areas.
3. The City has three options to fund curbside waste and organics: (1) by utility-based user fees, (2) by the property tax; and (3) by a combination of fees and taxes, subject to legal constraints. The Administration has recommended funding solid waste services through a unified waste utility as this approach would best meet financial and environmental objectives.
4. Should the recommended curbside waste and organics program, funded as a utility, not be approved, several subsequent decision points are suggested to be deferred so that the Administration can make necessary revisions to its recommendations on these items, that would then be resubmitted for consideration and approval.

### Strategic Goals

This report supports the Strategic Goal of Environmental Leadership by providing options to maximize solid waste diversion and provide opportunities for the landfill operations management to be financially and sustainably optimized.

### Background

City Council, at its meeting held on June 25, 2018, considered the Recommended Changes to Waste Management in Saskatoon report; and resolved, in part:

- “1. That a Pay as You Throw Utility be developed for curbside residential garbage collection, where households pay a variable utility fee that corresponds to the size of their garbage cart (lower prices for smaller carts);
2. That an organics program be developed for year round curbside residential organics collection, utilizing a single green cart for co-mingled food and yard waste.
4. That a Capital Project be established to enable continued planning and development of the organics and Pay as You Throw programs, so they may be launched together as soon as possible (before 2020), with a budget of \$1.6M, and that these funds be borrowed against the utility.”

City Council, at its meeting held on September 24, 2018, considered three reports on, and relating to, the implementation of a unified waste utility that includes a city wide curb side organics collection. During consideration of the Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility report, City Council deferred the following motion to City Council on October 22, 2018.

- “1. That a city-wide curbside organics program be established;
2. That curbside waste collection be funded as a utility;
3. That curbside organics collection be funded as a utility;
4. That Option 1: year round, bi-weekly organics and waste collection be implemented as the new waste management service level for all curbside residential households;
5. That \$13.6M in capital funding be approved to implement Option 1 and that funding be borrowed from the future utility;
6. That the compost depots continue to operate with the existing level of service; and
7. That 2019 be the final season for the Green Cart subscription program and that a deadline of April 15, 2019, be implemented for new subscriptions.”

Further to the above, City Council deferred consideration of the following amendment to the above:

“That, regarding motion 4, the following words be added "and that there be further consideration for a second option to be added for weekly pick-ups of organics in June, July, August and September.”

City Council, at its meeting held on September 24, 2018, resolved, in part:

- “1. That Administration report back to City Council on details of collections and organics costs in other cities;
2. That Administration report back to City Council with Options under The Cities Act to create future waste or organics utilities with a

- blended funding model. This could consider applying existing mill rate dollars from multiple property classes towards future utilities;
3. That any future organics RFP include options about provision of green bins, bin collection, summer pickup frequency, and material processing.”

During consideration of the Ability-to-Pay Considerations for an Expanded Curbside Waste Utility report, City Council deferred the following motion to City Council on October 22, 2018.

- “1. That the guiding principles outlined in the September 10, 2018 report of the A/General Manager, Corporate Performance set the framework and future rates of the Unified Waste Utility.
2. That the following collective benefit services remain funded by property taxes and not be funded by the new waste utility: Recovery Park, City-wide organics and recycling depots, Household Hazardous Waste programs, and administration, waste diversion planning, general education/enforcement, monitoring and reporting that benefits all programs.”

During consideration of the Unified Waste Utility – Utility Rate Setting Philosophy report, City Council deferred the following motion to City Council on October 22, 2018.

- “1. That Administration be directed to recommend initial utility rates that encourage diversion, and;
2. That Administration implement Option Three as the multi-year rate setting philosophy for the Unified Waste Utility, should it be approved.”

## **Report**

City Council, at its meeting held on September 24, 2018, considered three reports that contained a combination of program costs and fees for single family residential curb side customers. However, feedback suggested that City Council required more clarity between program costs and fees for service before making its decisions. The following sections provide additional detail regarding the sequence of decision points outlined in the Background of this report.

### **Decision 1: That a city-wide curbside organics program be established**

As a critical component of a multi-pronged strategy to meet the City’s Strategic Goal of 70% waste diversion by 2023, and based on the results of public engagement, City Council resolved in June 2018 to establish a city-wide organics program providing year round curbside residential organics collection utilizing a single green cart for co-mingled food and yard waste.

City Council, at its meeting held on June 25, 2018, considered the Recommended Changes to Waste Management in Saskatoon report that outlined the benefits of a city-wide (mandatory) co-mingled green cart program. These benefits included:

- Diverting up to 26,000 tonnes of organic waste (increasing the community waste diversion rate by 10%);
- Providing additional service convenience for residents;
- Enabling the diversion of new organic materials such as meat, bones, and dairy; and
- Reducing greenhouse gas emissions.

In combination with a Pay as You Throw (PAYT) Utility, a Curbside Organics Program is estimated to add 23 years of additional life to the landfill. These programs, along with other waste diversion programs that are currently in development, are intended to help the City reach its Strategic Goal of 70% waste diversion by 2020, which will mitigate the need to plan for a replacement landfill, which will result in a savings of an estimated \$5M per year in amortized costs.

Decision 2: That curbside waste collection be funded as a utility; and that curbside organics collection be funded as a utility.

The Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility report presented to City Council on September 24, 2018 included a recommendation “that the new service level for curbside organics and waste collection be funded as a unified waste utility”. City Council may choose from various alternative options other than that recommended by Administration in this report.

Attachment 1, Program Costs and Options for Curbside Waste and Organics, provides additional information regarding program costs and options to deliver curbside waste and organics: (1) by utility-based user fees, (2) by the property tax; or (3) by a combination of fees and taxes, subject to legal constraints.

Attachment 3, Funding of Public Services - The Cities Act, provides additional information regarding the use of property taxes and utilities/user fees for services.

Decision 3: That year round, bi-weekly organics and waste collection be implemented as the new waste management service level for all curbside residential households; and that there be further consideration for a second option to be added for weekly pick-ups of organics in June, July, August, and September.

The Administration is recommending year round, bi-weekly organics and waste collection be implemented as the new waste management level service for all curbside residential households. This level of service is the most cost-effective based on existing resources and provides sufficient collection capacity for the amount of waste generated by the curbside sector.

As described in Attachment 1, seasonal weekly organics collection is estimated to cost an additional \$4.8M annually, or an average \$5.70 more per household per month based 70,000 households citywide. Additional details on this differential can be found in Attachment 1 of the Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility report.

Attachment 2, Additional Cost Comparison Information, provides additional cost comparison information for the programs being proposed.

Decision 4: That \$13.6M in capital funding be approved to implement the recommended city-wide curbside waste and organics program, and that funding be borrowed from the future utility.

Should the recommended curbside waste and organics program, funded as a utility, not be approved, and an alternate funding option be selected, Administration would request that this item be deferred so that revisions to the capital funding request, if required, could be made and submitted for consideration and approval.

Decision 5: That the compost depots continue to operate with the existing level of service; and that 2019 be the final season for the Green Cart subscription program and that a deadline of April 15, 2019, be implemented for new subscriptions

Should City Council approve proceeding with a curbside organics program as outlined in the reports provided in September, Administration would maintain these recommendations for City Council approval. Should City Council defer approval of a curbside organics program beyond October 2018, Administration would request that this item be deferred so that a revision to the timing for a new subscription deadline could be made and submitted for consideration and approval.

Decision 6: That the guiding principles outlined in the Ability-to-Pay report set the framework and future rates of the Unified Waste Utility; and that the following collective benefit services remain funded by property taxes and not be funded by the new waste utility: Recovery Park, City-wide organics and recycling depots, Household Hazardous Waste programs, and administration, waste diversion planning, general education/enforcement, monitoring and reporting that benefits all programs

The cost recovery rates outlined in the tables provided in Attachment 1 reflect compost depots, recycling depots, Household Hazardous Waste programs, administration, waste diversion planning, education/enforcement, monitoring, and reporting to remain as property tax-funded programs.

The costs for Recovery Park are reflected separately, as addressed in Attachment 1. Administration will be reporting back in November 2018 regarding the Multi Material Stewardship Western (MMSW) funding and how this funding could be applied to the City's waste programs, including Recovery Park.

Should City Council decide to allocate all, or portions of, these public good items to a unified waste utility, Administration would request that this item be deferred so that a revision to the cost recovery rates could be prepared for City Council's consideration and approval.

Decision 7: That Administration be directed to recommend initial utility rates that encourage diversion; and that Administration implement Option Three from the Rate Setting report as the multi-year rate setting philosophy for the Unified Waste Utility

Should the recommended curbside waste and organics program, funded as a utility, be approved, Administration recommends implementation of Option Three from the Unified Waste Utility – Utility Rate Setting Philosophy report as the rate setting philosophy for the Unified Waste Utility. The rate setting philosophy outlined in Option Three is considered the most option valuable based on environmental sustainability, as it will provide for a greater difference in the cost from a small cart to a large cart, over the short term incentivising diversion, thereby attempting to balance capital investment with waste diversion targets.

Should the recommended curbside waste and organics program, funded as a utility, not be approved, and an alternate funding option be selected, Administration would request that this item be deferred so that revisions to the proposed rate setting philosophy be made, if required, and submitted for consideration and approval. For example, if City Council approves an alternate funding option such as funding the curbside waste program by a mix of property taxes and fees, a different rate setting philosophy would be proposed by Administration.

### **Financial Implications**

As outlined in the report, a decision must be made in order to create a financially sustainable model going forward for Waste Services. In general, the Waste Handling Service Line has had annual deficits of approximately \$1.9M in 2017 and 2016.

As the City is required to produce a balanced operating result at the end of each fiscal year, these annual deficits have been addressed through reductions in contributions to the Landfill Replacement Reserve which funds future landfill replacement and expansion and withdrawals from the City's Fiscal Stabilization Reserve. Mitigating deficits through these mechanisms is not a sustainable approach, as these reserves will be depleted and become unavailable, or become insufficient to perform future capital work that will be required at the landfill.

The details and attachments included within this report, provide specific financial implications of the options that require decisions in order to establish a financially sustainable approach to waste management services.

**Other Considerations/Implications**

There are no additional Public/Stakeholder Involvement, Communication, Policy, Environmental, Privacy, or CPTED implications.

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

The Administration will report back in the second quarter of 2019 with updates on project progress and more accurate rates.

**Public Notice**

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

**Attachments**

1. Program Costs and Options for Curbside Waste and Organics
2. Additional Cost Comparison Information
3. Funding of Public Services - The Cities Act

**Report Approval**

Written by: Dan Willems, A/General Manager Corporate Performance Dept.  
Reviewed by: Russ Munro, Director of Water & Waste Stream  
Clae Hack, Director of Finance  
Brenda Wallace, Director of Environmental & Corporate Initiatives  
Mike Jordan, Director of Government Relations  
Approved by: Dan Willems, A/General Manager, Corporate Performance Dept.

Admin Report - Additional Information for Waste and Organics Cost and Funding.docx

## Program Costs and Options for Curbside Waste and Organics

### Establishing Program Costs

The analysis, program costs, and recommendations contained in the previous reports, and the information in this attachment, rely on several external and internal data sources. For example, the City consulted the National Solid Waste Benchmarking Initiative, which is an evolving tool for managing and monitoring the performance of solid waste industry collection, processing, and disposal systems across Canada. Attachment 2 provides details on costs for programs in communities participating in this initiative. Attachment 2 also includes publicly available data from other communities on the costs of solid waste collection.

In addition to these external sources, the Administration collected data from its Electronic Data Management Systems including the Accounting Systems, Service Verification System, Landfill Scale and Point of Sale Systems.

Finally, the Administration also reached out to industry through a confidential “Request for Information.” The specific results from this exercise are confidential, but could be provided to City Council in a private session, if desired.

### Program Costs for Curb Side Waste and Organics

Table 1 provides total program cost breakdown, outlines the estimated costs, or estimated costs for each part of the service, their total cost and the average cost per curb side customer per month, based on total service line cost divided by approximately 70,000 households citywide. These cost are based on the recommended level of service in the Unified Waste Utility Waste Management Level of Service for Waste and Organics (bi-weekly waste and bi-weekly organics collection).

Service		Total Cost	Cost per House Hold per Month
Solid Waste	Collection	\$ 4,001,800	\$4.80
	Landfilling	\$ 2,017,700	\$2.40
Organics	Collection	\$ 5,882,000	\$7.00
	Processing	\$ 2,179,800	\$2.60
Admin Cost	(Both)	\$ 2,344,500	\$2.80
Recovery Park Capital		\$ 1,680,000	\$2.00
Total		\$18,105,800	\$21.60

Table 1: Curbside Waste and Organics Costs

*Note 1: Figures in this table are representative of the upper bound of cost estimates and are for budget purposes, lower financial risk scenarios have been used, and figures are also based on assumptions in the cost model as described in this attachment.*

*Note 2: Seasonal weekly organics collection is an extra \$4.8M annually or \$5.70 per household per month. Details on this differential can be found in attachment 1 of the Unified Waste Utility Waste Management Level of Service Report*

<b>Services not included in the utility scope</b>	<b>Total Cost</b>	<b>Property Tax Impact</b>
Recycling Depots	\$250,000	0.11%
Compost Depots	\$800,000	0.36%
HHW Days	\$250,000	0.11%
Christmas Tree Drop	\$ 20,000	0.01%
Environmental Awareness	\$493,000	0.22%

Table 2: Cost of Services out of the Utility Scope

Table 2 provides the costs of some of the programs that are not in the scope of the proposed utility. These programs generally provide collective benefits and are proposed to be funded by property taxes.

In Table 1, curbside solid waste collection cost is based on the actual cost to deliver this program and includes:

- The capital and reserve cost for collections trucks, including interest and procurement costs.
- The operating cost for collections trucks including fuel, oil, maintenance.
- Operations staff costs, including burden and overhead.
- The cost for new collections carts (approximately \$0.10 - \$0.25 per month).
- The cost to maintain existing collections carts (approximately \$0.50 per month).
- The cost of cart deployment due to requests to down size carts.
- The cost for storage of the trucks.

Landfilling cost is based on the landfill air space value and actual tonnage at the landfill, less the replacement amount for the landfill as these programs should extend landfill life. Estimates indicate a 23 year extension to the current landfill life based on implementing both the organics and waste utility programs.

As listed in Table 1, the organics collection costs are based on the actual cost for solid waste with consideration for the differences between these programs including:

- Greater haul distances for trucks.
- Higher density material resulting in trucks limiting out on weight faster than with solid waste.
- Higher number of total vehicles required due to weight restrictions and haul distances.
- The capital cost for deployed organics carts are included in the collection costs (70,000 carts funded from \$8.5M borrowed against the program is equivalent to \$1.20 per household per month).
- Maintenance costs for the new 70,000 carts are also included in the collections cost (approximately \$0.50 per month).
- Additional details on the cost differences between solid waste types is found in Attachment 1.

Table 1 includes an estimate for processing costs for organics. This is based on the range of costs in the request for information and the range of costs shown in National

Benchmarking data. This also reflects the range of possible technologies a vendor may be able to use and the yet unknown participation rate in the organics program. The close of the organics RFP will reduce the uncertainty in these estimates.

The administrative costs contained in Table 1 are all the program costs not directly associated with collection and processing of waste and organics. This includes but is not limited to:

- Software Licensing.
- Administrative and Financial Support Staff.
- Environmental Protection Officers (those proposed to be charged to the project).
- Project Capital costs, excluding the cost of new carts and trucks.
- Proposed Communications Budgets.
- A correction to the Automated Garbage Container Replacement Reserve.
- The Customer Service Centre.

As noted in the previous reports, the \$18M proposed cost for the new level of service for waste is higher than the current \$13M annually that is being paid. However, the real cost of the current program, if amortized, is \$23M annually, meaning that the proposed program will save \$5M annually over the next 50 years.

#### Funding Options for Solid Waste and Organics

The City has three options to fund solid waste: (1) by utility-based user fees, (2) by the property tax; and (3) by a combination of fees and taxes, subject to legal constraints. The Administration has recommended funding solid waste services through a unified waste utility as this approach would best meet financial and environmental objectives.

More specifically, a full utility was proposed in the Unified Waste Utility Waste Management Level of Service for Organics and Waste report as it best fit the values established by City Council in January of 2017 and was the direction of City Council in June of 2018. A condensed version of the unified utility recommendation is illustrated in the two tables below.

<b>Est. Cost Recovery Amounts by Cart Size</b>		
Small Cart	Medium Cart	Large Cart
\$16.00	\$18.00	\$21.00

Property Class	Property Tax Impact (-3.5%)	Utility Rate Impact (assuming medium cart)	Net Impact to Property Class
Average Residential	-\$5.27	\$18.00	\$12.73
Median Multi-Family	-\$21.77	-	-\$21.77
Median Commercial Property	-\$26.44	-	-\$26.44

As the second table shows, delivering and paying for waste and organics through utility-based user fees removes the existing property tax subsidization from the multi-family and commercial property classes. It is important to note that the setting of the rates for the various black cart bin sizes would be based on a rate setting philosophy that has yet to be approved by City Council; the numbers shown in the first table are simply the estimated amounts for cost recovery for each bin size.

Nonetheless, the level of service report did not explicitly address potential program funding options for each sub-program (e.g., curbside waste collection and curbside organics collection). The remaining section of the report provides additional information on the various funding options for waste and organics for City Council's consideration.

In developing the options, several assumptions are made so that an appropriate comparison and evaluation of each option can be made. These assumptions are:

- All figures are estimates and are based on average, or median assessed values and the medium cart size.
- Figures shown are monthly amounts.
- Each option, includes three waste (black) cart sizes and one organics size.
- To apply any property tax changes, the options use the average assessed value of \$371,000 for single family residential properties; a median assessed value of \$1,532,000 for multi-family residential properties; and the median assessed value of \$1,154,000 for commercial properties.

Moreover, the evaluation of the options are based on the following criteria:

1. Equity- do those who benefit from the service pay for the cost of delivering the service?
2. Efficiency – does the cost of the service reflect optimal amount of waste generation? Does it encourage waste diversion? And, are costs of delivering the service recovered?
3. Sustainable – does the funding model ensure that the delivery of waste services is financially and environmentally sustainable over the long-term
4. Accountability/Transparency – are the costs of service hidden to the user or are they clear to the user?

#### Option 1: Waste as a Utility with Organics property tax funded

This option proposes to deliver and fund curbside waste services through a utility based fee. The organics program, by contrast, would be funded by the property tax. The new

organics program would thus take the place of the Curbside Solid Waste Program on the property tax. As a result, the net effect of this option is that the single family residential households would be subject to an \$8 fee per month (assuming a medium sized cart).

The effects of this option is are shown in the following tables:

<b>Est. Cost Recovery Amounts by Cart Size</b>		
Small Cart	Medium Cart	Large Cart
\$6.20	\$8.00	\$11.00

Property Class	Property Tax Impact (0% change)	Utility Rate Impact (assuming medium cart)	Net Impact to Property Class
Average Residential	-	\$8.00	\$8.00
Median Multi-Family	-	-	-
Median Commercial Property	-	-	-

The primary advantages of this option are twofold: (1) single family residential waste costs are fully-funded and sustainable over the long term; and (2) fairness is enhanced as the costs for single family residential waste garbage collection and disposal are entirely borne by those receiving the service.

However, there are two significant disadvantages of this option: (1) it may result in greater levels of contamination in the green cart program as research indicates residents tend to maximize use of the cart viewed as 'free' before using carts they pay for; (2) and (2) the multi-family and commercial property classes are paying for the organics program without receiving the service.

As with the recommended option, the numbers shown in the first table are simply the estimated amounts for cost recovery for each bin size, and will be subject to formal rate setting in a future report to City Council.

### **Option 2: Waste and Organics Funded by Property Tax**

This option proposes to fund both curbside single family residential waste collection and organics collection through the property tax. Under this option there is no individual cart price, as that is built into the price of this service, though residents may select other cart sizes in line with the current level of service.

The effects of this option are shown in the table below. As the table shows, this option requires a dedicated property tax increase of just under five percent to fully fund the programs costs associated with the delivery of waste and organics. This potential tax

increase is beyond what is required to pay for the delivery of other City tax-supported programs and services.

Property Class	Property Tax Impact (3.9-4.9%)	Utility Rate Impact (assuming medium cart)	Net Impact to Property Class
Average Residential	\$7.10	-	\$7.10
Median Multi-Family	\$29.24	-	\$29.24
Median Commercial Property	\$35.50	-	\$35.50

The primary advantage of this option is that it contemplates a fully funded waste service and organics program in the short-term. However, there are several disadvantages with this option, namely: (1) while providing a program for additional waste diversion, it does not provide an incentive to reduce waste or encourage use of the correct waste cart (a key benefit of the PAYT program); (2) program/service costs are hidden to the user, thus reducing accountability and transparency; (3) long-term program/service funding may be unsustainable due to competing pressures on the property tax; and (4) the multi-family and commercial property classes are paying for the waste and organics programs without receiving the services.

### **Option 3: Waste and Organics Funded by Property Tax with Service Fees for Larger Carts**

This option blends Option 2 with some small elements of the unified waste utility. More specifically, it proposes to have the cost of the programs funded by the property tax with the small cart cost included in the program. Single family residential households that require larger carts would pay a monthly fee for the larger cart.

The effects of this option are shown in the tables below. The first table illustrates the estimated cost recovery costs for the larger carts. The second table shows the potential impacts to various property classes. As illustrated in the second table, this option requires a dedicated property tax increase of just under three percent to fully fund the programs costs associated with the delivery of waste and organics.

<b>Est. Cost Recovery Amounts by Cart Size</b>		
Small Cart	Medium Cart	Large Cart
\$0.00	\$1.70	\$4.80

Property Class	Property Tax Impact (2.7%)	Utility Rate Impact (assuming medium cart)	Net Impact to Property Class
Average Residential	\$5.77	-	\$7.47
Median Multi-Family	\$16.80	-	\$16.80
Median Commercial Property	\$20.40	-	\$20.40

The advantages of this option are: (1) it provides a small incentive for waste diversion and (2) similar to Option 2, it contemplates a fully funded waste service and organics program in the short-term. Like Option 2, there are a several disadvantages of this option: (1) the base cost recovery amounts will not establish sufficient price differential to incentivize waste diversion, so formal rate setting will need to consider imposing a greater differential between bin rates; (2) the cost-benefit of deploying smaller carts may not generate enough positive waste diversion to merit the expense; (3) long-term program funding may be unsustainable due to competing pressures on the property tax; (4) program costs are largely hidden to the user, thus reducing accountability and transparency; and (5) the multi-family and commercial property classes are paying for the waste and organics programs without receiving the services.

As with the recommended option, the numbers shown in the first table are simply the estimated amounts for cost recovery for each bin size, and will be subject to formal rate setting in a future report to City Council.

### **Recovery Park Funding Opportunity**

There is also another element to this program package that should be considered. Multi Material Stewardship Western funding (MMSW), through the Multi-Material Recycling Program (MMRP), is collected when program participants create recyclable materials. The funds are then returned to the participants who have active programs to recycle materials.

MMSW funding is expected to increase to approximately \$25/household in 2019 from the previous \$12/household in 2018. This additional funding could support the amortized capital payments for Recovery Park removing it from both property tax and utility funding options. Administration will be reporting back in November 2018 regarding the Multi Material Stewardship Western (MMSW) funding and how this funding could be applied to the City's waste programs.

All of the options described above assume that Recovery Park capital re-payment is funded through the MMSW funding. These funding options are for comparison purposes only and the costs presented are identified based on the level of service (Bi-weekly collection) presented in the Unified Waste Utility Waste Management Level of Service for Organics Report.

## Additional Cost Comparison Information

### Purpose

To provide a high-level summary of the factors that influence the cost of solid waste collection for the single family residential sector, and to provide, as much as possible, a comparison of the City of Saskatoon's total costs (collections plus disposal/processing) to those in other municipalities. An additional objective was to present the utility rates paid by single family households in other Canadian municipalities, for both organics and waste (garbage) programs.

### Summary

Numerous factors, described throughout, hinder an 'apples-to-apples' comparison of solid waste collection and disposal/processing costs between municipalities. Nevertheless, single family (curbside) collection costs for waste, recycling, and organics are examined. Landfill tipping fees, along with processing costs per tonne for recycling and organics are presented. The findings revealed that total (collection plus disposal/processing) costs are very likely to differ between waste, recycling, and organic material streams. Utility fees for both organics and waste (garbage) are also presented, from other Canadian municipalities. Finally, additional conclusions are included at the end of this document.

### Research

#### Collection Costs

The cost per household to collect waste, recycling, and organics from the curbside of single family homes is influenced by a number of factors. The following is not an exhaustive list, but represents some of the significant factors for consideration:

- **Collection equipment and methodology.** Automated, semi-automated, and manual collection methods exist, each with different capital, operating, and maintenance costs for equipment. This also impacts the crew size required to deliver the service. For single family service, the City of Saskatoon (City) primarily utilizes automated collection trucks (side-loaders), with semi-automated trucks (rear-loaders) utilized in a handful of congested back lanes. Container capital and maintenance costs, if applicable, are also influenced by the type of collection method. By comparison, some municipalities utilize bags instead of carts.
- **Collection location.** Front street and back lane collections are offered by the City. This impacts collection efficiency, and in some cases, the type and size of equipment required to provide service. Increased health and safety incidents and lane maintenance costs are associated with the back lane collection. In select locations, the City provides a higher level of service to mobility challenged residents, whereby carts are relocated from the property by City staff, collected, and then returned to the property. In the City's experience, back lane collections are more costly than front street collections.

- **Collection frequency.** The quantity of collections equipment and personnel, and therefore the costs, are positively correlated with the frequency of collections. Collection costs increase with increasing collection frequencies.
- **Set-out and participation rates.** The set-out rate is the percentage of households that set their cart at the curb for collection on any given collection day. The participation rate is similar to the set-out rate, but measured over a period of time. Lower participation rates, for example, may reduce collection costs by reducing the number of “tips” on a given route over a period of time.
- **Diversion programs.** In the case of waste collections, the availability of curbside recycling and organics programs may reduce the quantity of waste collected on collection day. Lower collection tonnages may reduce collection costs.
- **Location and logistics of drop-off facility.** The closer the drop-off (i.e. unloading) location to the collection location (i.e. the lower the travel distance), the more efficient collection operations become. Landfills, transfer stations, Material Recovery Facilities (MRFs), and Organics processing facilities also have their own unique factors which influence how quickly a truck can unload, and how much time they spend before returning to collection operations.
- **Special services.** Unique service levels may be offered which increase the overall collection costs. The City is aware of other municipalities who provide the collection of additional waste bags at the curb, in addition to automated collection of carts. Other municipalities also offer collection of bulky items. The aforementioned collection of carts directly from personal property is also considered a special service.
- **Economic Variables.** Prices for labour, capital, and fuel are examples. These can vary between municipalities.
- **Other.** Customer service provisions, climate, housing density (urban vs. rural), topography, road characteristics, seasonal waste generation rates (particularly organics), and location of fleet storage and maintenance facilities are additional examples of factors which may affect collection costs.

There are differences in how collection services within each municipality are funded. Property tax, utility fees, or a combination of both may be used to fund these programs. The true, total, cost to deliver collections services for other municipalities is generally not readily available; much less in a format that can be compared to the City of Saskatoon’s services. Relying on information published on municipal websites may be misleading.

The City is a member of the National Solid Waste Benchmarking Initiative (NSWBI), and has access to collection cost data for other Canadian municipalities who are also members. However, due to the aforementioned factors, it is often challenging to make a true ‘apples-to-apples’ comparison of collection costs per single family household across municipalities. With that in mind, Table 1 represents 2016 actual costs to deliver these services. At the time this report was written, the 2017 actual costs had not been compiled by NSWBI.

Municipality	Cost (\$)/household/scheduled service*	
	Waste	Recycling
All municipalities	Average = \$1.68 Median = \$1.70 Stdev = \$0.56	Average = \$1.27 Median = \$1.36 Stdev = \$0.59
Saskatoon	\$1.96	\$1.36

Table 1: 2016 costs to deliver collection services (NSWBI).  
(\* 6 communities reported data for waste, 5 for recycling.)

Due to the fact that the service levels for organics collection were markedly different, comparable information from NSWBI could not be obtained. Some communities were operating pilot projects wherein only a portion of the City received collections. In addition, yard waste and food waste were either co-mingled, collected independent of one other, or only one stream was collected.

Based on a discussion with another municipality, they revealed that they are experiencing similar curbside collection rates (collected carts/day/truck) with waste and organics. They have also shared that their collection rate for curbside recycling is nearly 1.4 times higher. Again, this information needs to be taken into context based on the information previously presented.

Conversations with a number of municipalities and reviews of forums within the solid waste professional community have revealed the challenges with drawing precise comparisons for collection costs. It is therefore imperative that a municipality carefully evaluates each of the aforementioned factors when analysing collection costs.

### Disposal & Processing Costs

Rather than providing a detailed comparison of the cost breakdown for each municipality, the tipping fee can be referenced for the cost paid by customers at landfills. The landfill tipping fee charged to customers is often set based on the following factors:

- Operating costs;
- Capital & closure costs;
- Post closure care costs;
- Replacement costs;
- Subsidies for other programs; and
- Other considerations which may include incentivizing diversion, etc.

At \$105.00/tonne, the City's landfill tipping fee is slightly above the 2018 national average of \$99.85/tonne. It is important to note that some communities apply a variable fee structure based on the size/weight of the load.

The NSWBI reports on the processing cost per tonne for both recycling and organics. 2016 actual processing costs/tonne are listed in Table 2. At the time this report was written, the 2017 actual costs had not been compiled by NSWBI.

Cost (\$)/tonne*	
Recycling	Organics (Composting)
Average = \$139.50	Average = \$58.83
Median = \$139.50	Median = \$61.00
Stdev = \$37.21	Stdev = \$23.41

Table 2: 2016 processing costs (NSWBI).  
(\* 4 communities reported data for recycling, 6 for organics.)

The fee paid by the City of Saskatoon for recycling processing is not an outlier, and has historically fallen within the range presented in the data from other municipalities. The City's current cost to process organics at the compost depots is at the lower end of the data presented.

A report entitled Organics Program Update was received as information at the August 2018 meeting of the City's Standing Policy Committee on Environment, Utilities and Corporate Services. This report provided extensive background information on "organics program design considerations and an update on the development of organics processing capacity." Without restating the background information within that report, operational costs per tonne for organics processing were cited to range from \$45 to \$150. Note: this was based on information reported to the City in 2014. Many variables influence the cost of organics processing, which include, but are not limited to, processing technology, regulatory requirements, along with volume and type of materials processed.

### Single Family Household Utility Fees

In anticipation of the proposed city-wide single family organics program and an expanded waste utility for Saskatoon, preliminary research was performed to determine costs incurred by residents in Canadian municipalities with an organics program and a utility fee model. The information in Table 3 was obtained through civic information sites as well as correspondence with other municipal contacts. Utility fees depend on the following factors:

- Cart Size
- Processing and collection cost factors
- Diversion incentives (Pay-As-You-Throw)

Fee (\$) per Household/Month*		
Organics	Waste (Garbage)	Combined**
Average = \$12.40	Average = \$9.82	Average = \$21.54
Median = \$11.11	Median = \$8.79	Median = \$26.08
Stdev = \$3.28	Stdev = \$3.61	Stdev = \$4.69

Table 3: Single family household utility fees from other Canadian municipalities (2018).

(\* 5 communities provided data for organics, 5 for waste, and 8 for 'combined' organics + waste.)

(\*\* Some communities did not separate organics and waste utility fees – only a lump sum was provided.)

For comparison, Table 4 consolidates the cost estimates for the City's proposed program, presented in this attachment's main report. Refer to the report for additional details.

<b>Estimated Cost (\$) per Household/Month</b>		
<b>Organics*</b>	<b>Waste (Garbage)*</b>	<b>Combined**</b>
\$7.08-\$10.15	\$6.10-\$7.40	\$15.93-20.35

Table 4: Consolidated cost estimates for the proposed program, per household in the City of Saskatoon, from Table 1 in the main report.

(\* Organics and waste costs do not include the \$2.75-2.80/month admin. cost, nor the \$2.00/month recovery park capital cost.)

(\*\* The combined cost does include the \$2.75-2.80/month admin. cost, but does not include the \$2.00/month recovery park capital cost.)

Eighteen municipalities were contacted in total; however, only eight were able to provide data in a comparable format. It is worth noting that some municipalities fund the organics service through property tax; however, the costs obtained in those instances could not be compared to the data here, due to different units of measure or a lack of cost breakdown. In addition, some municipalities who charge for this service through a utility were unable or unwilling to provide the breakdown for the organics service (i.e. their costs included other services).

### **Request for Information Results**

The City conducted a request for information from industry for organics collection and processing. There were 11 responses to the RFI; of that only two provided information on collections. As noted above it is difficult to get accurate comparisons from an RFI as many assumptions would be made on different service levels as there are many different service levels in other communities that the proponents would be basing assumptions on.

The results for organics processing ranged from \$45 per tonne to \$140 per tonne. The costs for collections ranged from approximately \$4 per household to \$6.50 per household. However, it should be noted some of these respondents expected the City to provide the capital funding for facilities, other proponents would not collect from back lanes. Other respondents did not provide any pricing information and others required foot print at the Saskatoon Regional Waste Management Facility. Some respondents required the City to provide and manage carts.

The three largest concerns with making a decision from this data is that (1) it is non-binding, (2) the proponents have requested the information be kept confidential making it non-competitive, and (3) all prices are based on more volume than the City expects to produce in the first year of the organics program resulting in unit prices that are lower in the RFI than would be expected when a binding procurement is released. The Administration recommends using Table 3 and Table 4 of this attachment as a better comparison for residential costs than the RFI responses.

### **Conclusions**

The following conclusions can be derived from this research:

- Collection costs are influenced by numerous factors which may vary from one municipality to another. Accurate comparisons between municipalities, therefore, become very difficult.
- Both the lack of available comparable data, along with the many factors influencing cost, inhibit a concrete conclusion; however, benchmarking data suggests that curbside collection costs for waste are higher than that for recycling.
- Comparable curbside collection costs for organics could not be ascertained from benchmarking data, for reasons described within the document.
- The City's landfill tipping fee (\$105/tonne) is slightly above the 2018 national average of nearly \$100/tonne.
- Benchmarking data from Canadian municipalities revealed that recycling processing costs were nearly \$140/tonne, on average, in 2016. The fee paid by the City of Saskatoon for recycling processing falls within the range presented in the data.
- Organics processing costs were previously reported by Administration to fall between \$45-\$150/tonne (2014 values), depending on a variety of factors including processing technology as well as volume and types of organics processed. The City presently processes organics at the compost depots at the lower end of that range.
- The proposed waste and organics program utility cost (refer to this attachment's main report) for Saskatoon residents falls within the range of data obtained from other municipalities.
- Total (collection plus disposal/processing) costs are very likely to differ between waste, recycling, and organic streams.
- Without significantly more research and modeling, it is not possible to perform an 'apples-to-apples' comparison, between municipalities, of collection and disposal/processing costs for each waste stream (waste, recycling, and organics).

### **Additional References**

- Bohm, R.A., Folz, D.H., Kinnaman, T.C., Podolsky, M.J. 2010. The Costs of Municipal Waste and Recycling Programs. *Resources, Conservation and Recycling* 54: 864-871.
- National Solid Waste Benchmarking Initiative. 2017. Data from 2010-2016. 220pp.
- National Solid Waste Benchmarking Initiative. 2018. Data from 2010-2017, Draft 091818. 208pp.
- Solid Waste Association of North America, Applied Research Foundation. 2008. The Benchmarking of Residential Solid Waste Collection Services: FY2008 Report. 47pp.

## Funding of Public Services - *The Cities Act*

The City is authorized by *The Cities Act*, SS, 2002 c. C-11.1 (the “Act”) to establish and collect property taxes and to create public utilities. Each of these mechanisms are to be used and applied differently. Case law has interpreted the ability to use and apply these mechanisms in different circumstances.

### Taxes

- The Act requires Council to pass a property tax bylaw annually that authorizes it to impose taxes at a “uniform rate considered sufficient to raise the amount of taxes required to meet the estimated expenditures and transfers, having regard to estimated revenues from other sources, set out in the budget of the city” [subsections 253(1) and (2)] .
- Council is permitted to establish classes and sub-classes of property for the purposes of establishing tax rates.
- Taxes are to be levied on all property in the City, except for property that is exempt from taxation under the Act. (e.g. places of public worship and Crown property)
- The Act provides the mechanism by which the City can enforce against property owners who do not pay promptly. Ultimately, taxes due on a property may be enforced against the owner by taking title to the property under *The Tax Enforcement Act*, RSS 1978, c. T-2.
- The characteristics of a tax have been clearly established by case law. These characteristics include that the tax is: (1) enforceable by law, (2) imposed under the authority of the legislature, (3) levied by a public body, and (4) intended for a public purpose. Based on these characteristics, almost all money collected by the City could be considered a tax. However, the case law distinguishes between taxes and utility/user fees by considering how the money is collected, calculated, and applied.
- The collection of taxes is the principle means of financing government expenditures. Taxes are not required to bear a direct relationship to the benefit of goods and services received. Rather, such revenue may be used for any reasonably determined governmental public purpose. For example, tax revenues may be used to support public safety, regulatory activities, public facilities and the provision of goods such as water or electricity.

### Public Utility

- Public utility is defined in the Act as a system or works used to provide one or more of a list of services for public consumption, benefit, convenience or use, including water, sewage disposal, public transportation, electrical power, heat and waste management.

- The Act empowers the City to pass bylaws for city purposes and includes the authority to pass bylaws respecting public utilities and services provided by or on behalf of the city, including establishing fees for those services.
- Such bylaws may deal with things in different ways and divide them into classes or subclasses and deal with each class or subclass in different ways.
- As required by section 264 of the Act, if City Council sets fees in connection with any services provided by the City, the fees apply uniformly on the same basis to property that is exempt from taxation as to property that is not exempt from taxation, and at the same rate.
- The City may provide a public utility service either directly or through a controlled corporation or by agreement with any person.
- Similar to taxes, the failure to pay a public utility fee may be enforced against owners and tenants who do not pay promptly. The City may discontinue providing a public utility for any lawful reason. Similar to taxes, ultimately, unpaid charges for a utility service, whether supplied to the owner or a tenant of the property, may be added to the tax roll of a property and then may be levied and collected in the same manner as taxes, including civil action, distress, payment of the rent to the City by a tenant, and taking title under *The Tax Enforcement Act*.
- The case law tells us that a utility/user fee is different from taxes: (1) it is imposed on specific persons, activities or properties that receive a service or benefit; (2) the amount of the charge is intended to estimate the cost of the service or benefit; and (3) the revenue generated by a public utility or service fee is not intended for use as general revenue or for general governmental purposes, but is intended to support provision of the specific service or benefit received. Estimates for the cost of providing the service or benefit must be reasonable and result from a legitimate costing exercise.

### **Taxes and Public Utilities Compared**

- The characteristics of taxes differ from public utilities. A tax's primary purpose is to raise revenue for general purposes; a tax does not charge for services directly rendered.
- On the other hand, the amount of a utility fee charged must be linked to the cost of the service provided. A reasonable connection between the cost of the service provided and the amount charged must be shown. Such fees are imposed on specific properties that receive the service and the proceeds of the fees are used for the provision of those services and not for general governmental purposes. Further, a public utility may only be established in limited circumstances and must be established by bylaw. Conversely, a bylaw is not required to spend the general revenues of the City which are generated largely by property tax.
- Therefore, taxes and utility/user fees are distinguishable in terms of authorization in *The Cities Act*, and in terms of how the funds for each are calculated, collected and applied.
- The Act provides Council with a choice as to how to fund and deliver particular public services or works, each representing a separate and distinct model. These

differences make it difficult to justify the provision of the same services both as a utility and funded through property taxes.

- Each service must be clearly delineated and identifiable and must be funded either as a utility or through the property tax - but not by both. If flexibility in how the service is delivered is desirable, for example, providing varying cart sizes, the service should be established and funded as a public utility. If the service to be provided will be consistent, the service may be funded either through property tax or through a public utility, but it should be one or the other for the entire service.

## Scenarios

The following provides examples of different scenarios:

- Using Both Taxes and Utility to Fund Different Cart Sizes
  - If the City were to fund a small waste cart by property taxes but offer larger cart sizes funded by a utility fee (or vice-versa), the services would be identical, though varying in degree based on the size of the cart. Establishing a utility to service one cart size and using taxes to fund another would be difficult, if not impossible, to do on any rational basis. Servicing the small carts would have to be separated from servicing the larger carts in order to accurately estimate the costs of the service to establish a justifiable utility fee.
- Using Both Taxes and Utility to Fund the Same Program but Different Services
  - If separate services for the same program can be clearly delineated, it may be possible to fund one service by property tax and the other by utility fee. In one of the scenarios originally proposed organics collection and disposal are to be funded by a utility and compost depots by taxes. Any bylaw establishing the utility would have to very clearly identify the services to be covered by the utility and the fee charged would have to reflect the anticipated or estimated cost of performing those services.
  - In some cases, it may be theoretically possible to identify the “services” but this would become difficult to justify in practice. An example would be separating organics collection and disposal services. A bylaw could be drafted establishing organics collection as a public utility while leaving organics processing funded by property tax. This is because there is arguably no overlap between the two services to be provided - the collection service would be provided to specific properties and a reasonable connection between the cost of the service provided and the amount charged to the properties could be shown. However, it becomes difficult to justify to taxpayers who do not receive the organics collection utility why they are paying for the processing of the organics collected through property tax. So in this example, although the services can be clearly delineated, they cannot be rationally separated.
  - Similarly, establishing processing as a utility while collection is funded by property tax cannot be rationalized on the characteristics of each, described above. If every (non-exempt) property owner is paying for the collection of organics, it would be challenging for the City to then justify determining and

imposing the cost of processing only on the properties that receive the processing service, even though all properties pay for the collection.

### **Conclusion**

- The Act provides options for Council to finance government expenditures.
- The collection of taxes and the establishment of public utilities are two such mechanisms, each with distinct characteristics in how they are collected, calculated and applied.
- The collection of taxes raises general revenues and there does not need to be a connection between the property taxed and the use of the proceeds.
- By definition, however, there must be a correlation between a utility/user fee and the cost to provide the service.
- Given these differences in collection, calculation and application, funding the same services using both mechanisms is not permitted.

6320-1  
X 7830-1

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**From:** Jack Begg <begg123@sasktel.net>  
**Sent:** Tuesday, October 09, 2018 7:26 PM  
**To:** Web E-mail - City Clerks  
**Subject:** Changes to bylaws  
**Attachments:** speed\_limit\_on\_city\_streets.png;  
what\_should\_the\_city\_of\_saskatoon\_do\_with\_the\_pay\_as\_you\_throw\_waste\_management\_proposal.docx

Submitted on Tuesday, October 9, 2018 - 19:25  
Submitted by user: Anonymous  
Submitted values are:



First Name: Jack  
Last Name: Begg  
Email: [REDACTED]  
Confirm Email: [REDACTED]  
Neighbourhood where you live: College Park  
Phone Number: [REDACTED]

==Your Message==

Service category: City Council, Boards & Committees

Subject: Changes to bylaws

Message: your polls

Attachment:

speed\_limit\_on\_city\_streets.png:

[https://www.saskatoon.ca/sites/default/files/webform/contact/speed\\_limit\\_on\\_city\\_streets\\_0.png](https://www.saskatoon.ca/sites/default/files/webform/contact/speed_limit_on_city_streets_0.png)

what\_should\_the\_city\_of\_saskatoon\_do\_with\_the\_pay\_as\_you\_throw\_waste\_management\_proposal.docx:

[https://www.saskatoon.ca/sites/default/files/webform/contact/what\\_should\\_the\\_city\\_of\\_saskatoon\\_do\\_with\\_the\\_pay\\_as\\_you\\_throw\\_waste\\_management\\_proposal\\_0.docx](https://www.saskatoon.ca/sites/default/files/webform/contact/what_should_the_city_of_saskatoon_do_with_the_pay_as_you_throw_waste_management_proposal_0.docx)

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

For internal use only :  
<https://www.saskatoon.ca/node/405/submission/261177>

**What should the City of Saskatoon do with the pay as you throw waste management proposal?**

Implement it as proposed		101	(13 %)
Wait on it as there are too many unknowns		189	(24 %)
Discard it and find other ways to manage the landfill		501	(63 %)

**Total number of votes: 791**

**From:** City Council  
**Sent:** Wednesday, October 10, 2018 8:36 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Wednesday, October 10, 2018 - 08:35  
Submitted by anonymous user: 198.245.113.37  
Submitted values are:

Date: Wednesday, October 10, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Clayton  
Last Name: Symynuk  
Email: [REDACTED]  
Address: [REDACTED] mills cres  
City: saskatoon  
Province: Saskatchewan  
Postal Code: [REDACTED]  
Name of the organization or agency you are representing (if applicable):  
Subject: Speed  
Meeting (if known):  
Comments:  
U people must be listening to cronic complainers.I don't see any need to change speed limits and don't know anyone that does.  
I don't want any more garbage bins in my yard and stop looking for ways to impose more taxes.  
Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/261278>

**From:** City Council  
**Sent:** Thursday, October 11, 2018 9:05 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** swrc\_to\_cos\_re\_curbside\_organics\_and\_payt\_oct\_2018.pdf

Submitted on Thursday, October 11, 2018 - 09:05

Submitted by anonymous user: 174.2.185.83

Submitted values are:

Date: Thursday, October 11, 2018

To: His Worship the Mayor and Members of City Council

First Name: Joanne

Last Name: Fedyk

Email: joanne@swrc.ca

Address: #208 220 20th St. West

City: Saskatoon

Province: Saskatchewan

Postal Code: S7M 0W8

Name of the organization or agency you are representing (if applicable): Saskatchewan Waste Reduction Council

Subject: Curbside organics collection & pay-as-you-throw waste

Meeting (if known):

Comments: letter attached

Attachments:

swrc\_to\_cos\_re\_curbside\_organics\_and\_payt\_oct\_2018.pdf:

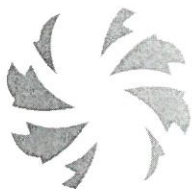
[https://www.saskatoon.ca/sites/default/files/webform/swrc\\_to\\_cos\\_re\\_curbside\\_organics\\_and\\_payt\\_oct\\_2018.pdf](https://www.saskatoon.ca/sites/default/files/webform/swrc_to_cos_re_curbside_organics_and_payt_oct_2018.pdf)



The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/261659>





October 11, 2018

His Worship the Mayor and Members Saskatoon City Council

Re: Curbside organics collection and pay-as-you-throw waste

We are writing to express our support for the City of Saskatoon implementing a comprehensive curbside organics collection service and for the city moving toward a Pay-As-You-Throw (PAYT) system for waste.

The Saskatchewan Waste Reduction Council is a provincial NGO working towards zero waste for Saskatchewan. We work with municipalities, the waste/recycling industry and the public to encourage waste reduction and diversion practices. Organic waste has always been a key issue for us, as we see both its great diversion potential and its ability to be processed locally as factors that ought to make it a priority.

We applaud Saskatoon for adopting the target of 70 percent diversion from landfill by 2023. The two initiatives that you are considering now will be instrumental in moving the City toward that goal. Your own waste assessments show that organic materials comprise more than half of residential waste. Curbside organics collection is a convenient option for residents and is becoming more common across the country. For example, Lloydminster's curbside organics program has been in place for five years and diverts 27 percent of that city's residential waste.

Saskatoon has been a strong supporter of home composting over the years. While home composting does provide waste diversion, its primary benefit is the finished compost that is so useful for gardens and healthy yards. For backyard composters, the curbside organics program can be seen as a useful addition, as it will be able to handle overflow yard materials, weeds, and a wider range of kitchen scraps.

Similarly, PAYT can achieve significant waste reduction. PAYT provides an effective incentive for reducing waste; including the cost of waste services in taxes makes it invisible and thus seemingly 'free'. PAYT is also a fairer system, in that those who don't produce much waste are not subsidizing those who are, and those who contract separately for waste services don't pay twice.

PAYT systems are less effective in situations where those affected don't have options for diverting waste. Saskatoon does have diversion programs in its city-wide recycling program,

and now the comprehensive curbside organics program. These two options, along with many others available to Saskatoon residents that are not operated by the City, can enable residents to reduce their waste cost in a PAYT system.

Please let us know if there is anything else we can do to support Saskatoon moving toward its 70 percent waste diversion target.

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

Joanne Fedyk  
Executive Director

**From:** Marguerite Grandberg [REDACTED]  
**Sent:** Monday, October 15, 2018 11:37 AM  
**To:** Web E-mail - City Clerks  
**Subject:** Garbage, recycle, compost



Submitted on Monday, October 15, 2018 - 11:36  
Submitted by user: [REDACTED]  
Submitted values are:

First Name: Marguerite  
Last Name: Grandberg  
Email: [REDACTED]  
Confirm Email: [REDACTED]  
Neighbourhood where you live: Exhibition  
Phone Number: [REDACTED]

==Your Message==

Service category: City Council, Boards & Committees

Subject: Garbage, recycle, compost

Message: I have a real concern about the proposal for the pay for use garbage pickup. We compost and recycle as much as we can and may have 1 - 2 grocery size bags of garbage a week mostly things that we can no longer recycle. If glass is removed from recycling that is another item for the garbage. As we compost already what use is a green bin to us. The price of garbage would be better based on actual amount (weight) rather than size of bin. Also the plan for reimbursement on a percentage of taxes does not make much sense as the little person will pay more for their garbage pick up than the person who can afford a more expensive residence. The fair way of reimbursement would be to have a flat rate so everyone gets the same amount back. Thus the person on a low or fixed income will benefit the same as anyone else. Thanks for your consideration.

Attachment:

Would you like to receive a short survey to provide your feedback on our customer service? The information you share will be used to improve the service we provide to you and all of our customers.: Yes

For internal use only :  
<https://www.saskatoon.ca/node/405/submission/262267>

**Slaney, Marlee (Clerks)**

7830-1

X 1905-1

**From:** City Council  
**Sent:** Friday, October 19, 2018 8:36 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Friday, October 19, 2018 - 20:36

Submitted by anonymous user: 70.64.64.75

Submitted values are:

Date: Friday, October 19, 2018

To: His Worship the Mayor and Members of City Council

First Name: Sara

Last Name: Harrison

Email: [REDACTED]

Address: [REDACTED] Churchill Dr

City: Saskatoon

Province: Saskatchewan

Postal Code: S7K [REDACTED]

Name of the organization or agency you are representing (if applicable): Saskatoon Environmental Advisory Committee

Subject: Organics Program and PAYT Waste Utility

Meeting (if known): City Council

Comments:

Please accept this request for a member of the Saskatoon Environmental Advisory Committee to speak in support of the approval of the Comprehensive Residential Organics Program and PAYT Waste Utility (Item 6.3, and sub items 6.3.1 through 6.3.3) at the October 22 City Council meeting.

Kind Regards,

Sara Harrison

Chair, SEAC

Attachments:

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/263276>

**From:** City Council  
**Sent:** Sunday, October 21, 2018 6:44 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Sunday, October 21, 2018 - 18:44  
Submitted by anonymous user: 174.2.9.191  
Submitted values are:

Date: Sunday, October 21, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Bernice  
Last Name: Guenther  
Email: [REDACTED]  
Address: [REDACTED] Harrison Crescent  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7J [REDACTED]

Name of the organization or agency you are representing (if applicable):

Subject: Trash and Yard Waste Pick Up

Meeting (if known): Council Meeting Monday October 22, 2018

Comments:

The average cost of \$21.60 per household per month for trash pick up is ridiculous. We can haul our own trash to the landfill or hire someone with a truck for less than that.

In my earlier e-mail to you, one of my suggestions was to charge for trash and yard waste per pick up by way of a tracking device. The Environmental and Corporate Initiatives Department replied that most bins (carts) ARE equipped with some tracking information.

So to be fair to everyone - charge ONLY for the actual times the bin is set out to be emptied.

Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/263449>

**From:** City Council  
**Sent:** Monday, October 22, 2018 10:56 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Monday, October 22, 2018 - 10:55  
Submitted by anonymous user: 67.225.68.8  
Submitted values are:

Date: Monday, October 22, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Diane  
Last Name: Bentley  
Email: [REDACTED]  
Address: [REDACTED] Avenue H North  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7L [REDACTED]  
Name of the organization or agency you are representing (if applicable):  
Subject: Garbage et al  
Meeting (if known): Regular Council Meeting today  
Comments:

Having read through the information provided by administration I still stand opposed to the options provided. Given that the majority of citizens still view this as a service, decisions should be weighted based on that view. The 'math' still seems to indicate that homeowners will pay considerably more for this service than the proposed ('carrot on a stick') property tax reduction. Wages for the working class & those on fixed incomes have not been increased to accommodate this. Remember what the COS has offered as wage increases to many of its' own employees. Then there are the other looming increases in natural gas delivery and quite likely power and water. Since the SPS has high hopes of a massive budget increase would eliminate any property tax reduction. There is also a push for a downtown area. The COS debt is not being reduced in a meaningful and significant way.

The educational component only applies to those who will listen. Many residents have been reducing and recycling for years and we get it. Our home has been doing this for 30+ years. There will still be those who don't care and will continually mess up and dump their garbage wherever they choose. The option of variable cost for bin sizes is too high. Frequency of pick up is not a major concern but how will the green carts be emptied when the organics are frozen to the inside of the bin? Then there is is issue of the growing graveyard of bins. Any plans for that?

I would also like to know when the COS will implement plans to eliminate single use plastics, often called a ban on plastic bags since there are alternatives. Where is your push to have business and industry eliminate over packaging?

I have great concerns whether this notion of 'saving the landfill' for another 20 years is based on projected growth. That can has been kicked down the road for as long as I have lived here. There has been little or no effort to acquire land or partner with the RM's to have a new land fill. I did not see a clear plan to address the commercial and business/industry waste reduction and costs.

If any decision is reached today, the effects of that decision will impact everyone. Not just the residents but the Mayor and Council.

Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/263540>

**PUBLIC RESOLUTION  
REGULAR BUSINESS MEETING OF CITY COUNCIL**

**Main Category: 6. UNFINISHED BUSINESS**

**Sub-Category: 6.3.1 Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility [CK. 116-2 x 7830-1]**

**Date: October 22, 2018**

*Any material considered at the meeting regarding this item is appended to this resolution package.*

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Report of the City Clerk:

"City Council DEFERRED the following motion and corresponding amending motion to OCTOBER 22, 2018:

1. That a city-wide curbside organics program be established.
2. That curbside waste collection be funded as a utility;
3. That curbside organics collection be funded as a utility;
4. That Option 1: year round, bi-weekly organics and waste collection be implemented as the new waste management service level for all curbside residential households;
5. That \$13.6M in capital funding be approved to implement Option 1 and that funding be borrowed from the future utility;
6. That the compost depots continue to operate with the existing level of service; and
7. That 2019 be the final season for the Green Cart subscription program and that a deadline of April 15, 2019, be implemented for new subscriptions.

Amendment:

That, regarding motion 4, the following words be added "and that there be further consideration for a second option to be added for weekly pick-ups of organics in June, July, August and September.

City Council RESOLVED:

8. That Administration report back to City Council on details of collections and organics costs in other cities.
9. That Administration report back to City Council with options under The Cities Act to create future waste or organics utilities with a blended funding model. This could consider applying existing mill rate dollars from multiple property classes towards future utilities.
10. That any future organics RFP include options about provision of green bins, bin collection, summer pickup frequency, and material processing.

NOTE - Further to the above, City Council at its meeting held on June 25, 2018 DEFERRED CONSIDERATION OF THE FOLLOWING MOTION until additional detail is received in September 2018:

That up to \$8.5M be approved for the procurement of green carts, with funding borrowed against the future utility."

**Moved By:** Councillor Jeffries

**Seconded By:** Councillor Block

That City Council move *In Camera* to receive Legal Advice exempt under Section 21 of *The Local Authority Freedom of Information and Protection of Privacy Act*.

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

**CARRIED UNANIMOUSLY**

City Council left the Chamber at 2:05 p.m. for an *In Camera* session.

The Regular Business meeting reconvened publicly in the Chamber at 2:39 p.m.

The meeting recessed at 3:03 p.m. and reconvened at 3:29 p.m. to continue consideration of Item 6.3.1.

**Moved By:** Councillor Jeffries

**Seconded By:** Councillor Gough

That the hour of the meeting be extended to 5:15 p.m.

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

**CARRIED UNANIMOUSLY**

**City Council voted separately on the following motions, which were moved by Councillor Gough, seconded by Councillor Gersher, and subsequently deferred from the September 24, 2018 Regular Business meeting to this meeting.**

**1. That a city-wide curbside organics program be established;**

In Favour: (7): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Jeffries, and Councillor Loewen  
Against: (4): Councillor Davies, Councillor Dubois, Councillor Hill, and Councillor Iwanchuk

**CARRIED**

**2. That curbside waste collection be funded as a utility;**

**Moved By:** Councillor Loewen

**Seconded By:** Councillor Gersher

**IN AMENDMENT**

That motion #2 be amended to include the words 'and that curbside organics be funded as a utility'.

In Favour: (5): Mayor C. Clark, Councillor Block, Councillor Gersher, Councillor Jeffries, and Councillor Loewen  
Against: (6): Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Hill, and Councillor Iwanchuk

**THE AMENDMENT WAS  
DEFEATED**

The meeting recessed at 5:15 p.m. and reconvened at 6:52 p.m. following the Public Hearing meeting.

**3. That curbside organics collection be funded as a utility;**

**Moved By:** Councillor Hill

**Seconded By:** Councillor Block

**IN DEFERRAL**

That motions #2 and #3 be deferred to the next City Council meeting pending further information from Administration regarding:

- Clarification on contamination of organics when funded by the mill rate and waste as a utility;
- Clarification on the projected amortization period for capital expenditures should organics be funded by the mill rate; and
- Additional communications materials.

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

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

**THE DEFERRAL MOTION WAS  
CARRIED**

**4. That Option 1: year round, bi-weekly organics and waste collection be implemented as the new waste management service level for all curbside residential households.**

**IN AMENDMENT (September 24, 2018)**

That, regarding motion 4, the following words be added "and that there be further consideration for a second option to be added for weekly pick-ups of organics in June, July, August and September.

**THE AMENDMENT WAS  
WITHDRAWN**

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

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

**THE MAIN MOTION WAS  
CARRIED**

**5. That \$13.6M in capital funding be approved to implement Option 1 and that funding be borrowed from the future utility;**

**Moved By:** Councillor Gough  
**Seconded By:** Councillor Block

**IN DEFERRAL**

That consideration of the motion be further deferred to the next meeting.

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

**THE DEFERRAL MOTION WAS  
CARRIED UNANIMOUSLY**

**6. That the compost depots continue to operate with the existing level of service; and**

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

**CARRIED UNANIMOUSLY**

**7. That 2019 be the final season for the Green Cart subscription program and that a deadline of April 15, 2019, be implemented for new subscriptions.**

**WITHDRAWN**

**8. That up to \$8.5M be approved for the procurement of green carts, with funding borrowed against the future utility.**

**WITHDRAWN**

**Moved By:** Councillor Loewen  
**Seconded By:** Councillor Gough

11. That the Administration amend the draft RFP to reflect the City's intent to implement an organics policy/program for the multi-unit residential sector by 2020; and
12. That the Administration amend the draft RFP to reflect the City's intent to implement an organics bylaw for the Industrial, Commercial and Institutional (ICI) sector within the next 2-4 years.

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

**CARRIED**

**PUBLIC RESOLUTION  
REGULAR BUSINESS MEETING OF CITY COUNCIL**

**Main Category: 9. REPORTS FROM COMMITTEES AND ADMINISTRATION**

**Sub-Category: 9.3. Standing Policy Committee on Environment,  
Utilities And Corporate Services**

**Item: 9.3.1. Waste Management Levels of Service – Curbside  
Organics and Pay as You Throw Waste Utility [CK. 116-  
2 x 7830-1]**

**Date: September 24 & 25, 2018**

*Any material considered at the meeting regarding this item is appended to this  
resolution package.*

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The following letters were provided:

Request to Speak

- Brian Sawatzky, Saskatoon Environmental Advisory Committee, dated September 18, 2018;
- Harold Sokyka, dated September 21, 2018

Submitting Comments

- Henry Dayday, dated September 10, 2018;
- Wesley MacPherson, dated September 11, 2018;
- Ken King, dated September 14, 2018;
- Brian Breit, dated September 17, 2018;
- Paul Fedec, dated September 17, 2018;
- Frank Regier, dated September 19, 2018;
- Dennis Anderson, dated September 21, 2018; and
- Louise Butterfield, dated September 24, 2018

Pursuant to resolution, Items 9.3.2 and 9.3.3 were brought forward and considered with this item.

The Administration presented the three items together with a PowerPoint.

Mr. Brian Sawatzky spoke regarding this matter on behalf of the Saskatoon Environmental Advisory Committee.

Mr. Harold Sokyka was not present in the gallery.

**Moved By:** Councillor Gough

**Seconded By:** Councillor Gersher

1. That a city-wide curbside organics program be established;
2. That curbside waste collection be funded as a utility;
3. That curbside organics collection be funded as a utility;
4. That Option 1: year round, bi-weekly organics and waste collection be implemented as the new waste management service level for all curbside residential households;
5. That \$13.6M in capital funding be approved to implement Option 1 and that funding be borrowed from the future utility;
6. That the compost depots continue to operate with the existing level of service; and
7. That 2019 be the final season for the Green Cart subscription program and that a deadline of April 15, 2019, be implemented for new subscriptions.

**Amendment:**

**Moved By:** Councillor Hill

**Seconded By:** Councillor Gough

That, regarding motion 4, the following words be added "and that there be further consideration for a second option to be added for weekly pick-ups of organics in June, July, August and September.

**Moved By:** Councillor Gough

**Seconded By:** Councillor Iwanchuk

That the hour of the meeting be extended to 5:30 p.m.

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

**CARRIED**

The meeting recessed at 5:30 p.m. and reconvened at 8:41 p.m. following the Public Hearing meeting.

**In Deferral**

**Moved By:** Councillor Davies

**Seconded By:** Councillor Hill

That motions 1 through 7 be deferred to December 17, 2018.

**Amendment:**

**Moved By:** Councillor Gough

**Seconded By:** Councillor Block

That the date for the deferral be changed to October 22, 2018.

In Favour: (6): Mayor C. Clark, Councillor Block, Councillor Gersher,  
Councillor Gough, Councillor Jeffries, and Councillor Loewen  
Against: (5): Councillor Davies, Councillor Donauer, Councillor Dubois,  
Councillor Hill, and Councillor Iwanchuk

**CARRIED**

**The deferral motion as amended:**

That motions 1 through 7 be deferred to October 22, 2018.

In Favour: (6): Mayor C. Clark, Councillor Block, Councillor Gersher,  
Councillor Gough, Councillor Jeffries, and Councillor Loewen  
Against: (5): Councillor Davies, Councillor Donauer, Councillor Dubois,  
Councillor Hill, and Councillor Iwanchuk

**CARRIED**

**Moved By:** Councillor Jeffries

**Seconded By:** Councillor Hill

1. That Administration report back to City Council on details of collections and organics costs in other cities.
2. That Administration report back to City Council with options under *The Cities Act* to create future waste or organics utilities with a blended funding model. This could consider applying existing mill rate dollars from multiple property classes towards future utilities.
3. That any future organics RFP include options about provision of green bins, bin collection, summer pickup frequency, and material processing.

In Favour: (7): Mayor C. Clark, Councillor Block, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen  
Against: (4): Councillor Davies, Councillor Donauer, Councillor Dubois, and Councillor Iwanchuk

**CARRIED**

**Moved By:** Councillor Block  
**Seconded By:** Councillor Hill

That Administration report back to City Council on the implications of implementing Pay-Per-Tip for the PAYT program, along with a timeline.

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

**DEFEATED**



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

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### **Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility**

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

1. That Option 1: year round, bi-weekly organics and waste collection be implemented as the new waste management service level for all curbside residential households;
2. That the new service level for curbside organics and waste collection be funded as a unified waste utility;
3. That \$13.6M in capital funding be approved to implement Option 1 and that funding be borrowed from the future utility;
4. That the compost depots continue to operate with the existing level of service; and
5. That 2019 be the final season for the Green Cart subscription program and that a deadline of April 15, 2019, be implemented for new subscriptions.

#### **History**

At the September 10, 2018 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the A/General Manager, Corporate Performance dated September 10, 2018 was considered.

Your Committee also received an email dated September 6, 2018, from Kalin Bews supporting the proposed Pay-as-You-Throw Waste Utility, along with submitted comments from Blake Reddekopp, dated September 5, 2018.

Your Committee has requested that the Administration create an enhanced strategy communication tool which would allow residents to access more specific information about current and future waste costs, to include:

- Amount currently paid for waste based on general assessment category;
- Amount paid for waste if mill rate funded approach is maintained (i.e. 2% tax increase) based on general assessment category;
- Amount paid with a waste utility model (including individual components - waste, organics, recycling); and
- A clear comparison of implementing this program or not in the short and long term.

This tool is being worked on by the Administration and is anticipated to go out on the project web page during the week of September 17, 2018.



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

Your Committee has further requested that the Administration report on options to extend the organics collection period in the winter and what implications this could have on the cost of the service. It was asked that this additional reporting be available as part of the consideration of the matter at this City Council meeting. Attachment 2 to the Committee's report provides this additional information.

A PowerPoint presentation will be provided.

### **Attachment**

1. September 10, 2018 report of the A/General Manager, Corporate Performance.
2. Additional information requested by the Committee at September 10, 2018 meeting.
3. Email dated, September 5, 2018 from Kalin Bews.
4. Email dated, September 6, 2018 from Blake Reddekoop.

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## Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility

### Recommendation

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

1. That Option 1: year round, bi-weekly organics and waste collection be implemented as the new waste management service level for all curbside residential households;
2. That the new service level for curbside organics and waste collection be funded as a unified waste utility;
3. That \$13.6M in capital funding be approved to implement Option 1 and that funding be borrowed from the future utility;
4. That the compost depots continue to operate with the existing level of service; and
5. That 2019 be the final season for the Green Cart subscription program and that a deadline of April 15, 2019, be implemented for new subscriptions.

### Topic and Purpose

The purpose of this report is to provide service level (collection frequency) options for a city-wide curbside organics and waste collection program. The report also includes details on the range of service level options considered by Administration and the impacts of each of those options including comparative costs, implementation timelines, and FTE requirements.

### Report Highlights

1. The Administration reviewed various service level options and is recommending the service level that best reflects the values approved by Council: year round, bi-weekly curbside organics and waste collection.
2. The Administration recommends no changes to the existing compost depot program for 2019.
3. With the pending implementation of a city-wide organics program, 2019 is proposed to be the final season of the Green Cart subscription program. To reduce program design and operating costs, the Administration recommends a deadline of April 15, 2019, for new subscriptions.

### Strategic Goals

The information in this report supports the four-year priorities to promote and facilitate city-wide composting and recycling, along with the long-term strategy to eliminate the need for a new landfill under the Strategic Goal of Environmental Leadership.

### Background

City Council, at its meeting held on February 27, 2017, considered the Waste Management Master Plan – State of Waste report; and resolved, in part:

- “2. That the values to be used in preparing options for a new Waste Management business model, including the ability to pay in terms of future cost allocations for fairness and equity, be approved.”

This report outlined a list of values (environmental, social, and financial) to be used in assessing potential future business models.

City Council, at its meeting held on June 25, 2018, considered the Recommended Changes to Waste Management in Saskatoon report; and resolved, in part:

- “1. That a Pay as You Throw Utility be developed for curbside residential garbage collection, where households pay a variable utility fee that corresponds to the size of their garbage cart (lower prices for smaller carts);
2. That an organics program be developed for year round curbside residential organics collection, utilizing a single green cart for co-mingled food and yard waste.”

In addition, City Council deferred a recommendation regarding funding for procurement of green carts pending a further report in September 2018.

City Council, at its meeting held on August 27, 2018, considered the Organics Program Update report; and resolved, in part:

- “2. That the Administration report to the appropriate committee with a cost comparison analysis and recommendation on collections with a view whether collections will be done in house or go to tender.”

## **Report**

### Service Level Options for Organics and Waste Collection

Administration has conducted a significant amount of research on organics and Pay-As-You-Throw (PAYT) waste programs. Based on the environmental, social, and financial values that were approved by Council, the Administration is recommending year-round, bi-weekly organics and bi-weekly waste collection (Option 1) as the lowest cost and most optimal service level for Saskatoon.

The options below reflect the different combinations of collection frequencies for waste and organics as well as the capital costs to implement each service level. For the purpose of comparing service level options, a comparative cost per household, based on a monthly utility charge is also identified. Additional information is included in Attachment 1.

**Table 1: Service Level Options for Organics and Waste Collection**

	<b>Collection Frequency Summer*</b>	<b>Collection Frequency Winter*</b>	<b>Utility Charge (Comparative Cost/hh/mo)**</b>	<b>Capital Costs</b>
1	Organics: Bi-weekly Waste: Bi-Weekly	Organics: Bi-Weekly Waste: Bi-Weekly	\$20	\$13.6 M
2	Organics: Bi-weekly Waste: Weekly	Organics: Bi-Weekly Waste: Bi-Weekly	\$25	\$18.4 M
3	Organics: Weekly Waste: Bi-weekly	Organics: Bi-Weekly Waste: Bi-Weekly	\$25	\$18.8 M
4	Organics: Weekly Waste: Weekly	Organics: Weekly Waste: Weekly	\$33	\$24.9 M

\*Summer is defined as May through September inclusive. Winter is October through April inclusive.

\*\* Comparative costs (in 2018 dollars, based on program assumptions) for organics and waste collection with a medium sized waste cart. Monthly recycling utility charges (\$5.65/hh/month) are in addition to the amount shown.

The recommended Option 1 for the curbside organics program includes a medium sized (240 L) green cart and year-round, bi-weekly collection for organics and waste. This option would provide the greatest opportunity to optimize existing City trucks, staff, and collection routes and schedules, thereby keeping program costs low for all residents.

Administration has assumed green cart collections will be by City forces as this provides the greatest opportunity to maximize fleet utilization which will improve current unit rates. From a Request for Information issued in early 2018, some private service providers indicated a lower collection cost than City forces; however, these responses are non-binding. When Administration has tendered current collections routes, costs have ranged from \$160 to \$180 per hour. Administration has calculated the internal fleet resources cost at \$140 per hour, a number which would improve if Option 1 were adopted.

Administration recommends that green carts continue to be collected in the same location as the current subscription program and no changes to waste or recycling cart collection locations are proposed at this time. Additional program design options and considerations are included in Attachments 1 and 2.

Once a green cart is made available to all curbside residents, a PAYT program will provide residents with the opportunity to right size their waste cart and reduce costs by sending less waste to the landfill. The Administration recommends three different waste cart sizes be available, with the smallest cart reflecting the lowest monthly charge. The Administration also recommends keeping all existing waste carts in the field until residents request a different size. This will keep cart procurement and deployment costs low, will maximize the life of the existing carts, and will provide residents with more flexibility and choice based on their individual needs. Additional considerations are included in Attachment 2 and considerations regarding illegal dumping and contamination are included in Attachment 3.

### **No Change to Compost Depots**

A city-wide organics collection program is expected to provide a convenient organics disposal option for most curbside households, but some residents may have oversized materials or excess organic materials that do not fit in the cart. The Administration recommends that the two City compost depots continue to operate seasonally with the same level of service in order to provide options for residents and commercial customers to divert organic material from the landfill. Additional information is included in Attachment 2.

### **2019 Subscription Green Cart Program**

With a new, city-wide organics program in development, 2019 is anticipated to be the last season for the subscription green cart program. To maximize the efficiency of capital funds and to optimize internal resources, the Administration recommends a deadline of April 15, 2019, for new subscriptions. Existing subscribers could continue to renew their subscriptions until April 15, 2019. Additional information is included in Attachment 2.

### **Options to the Recommendation**

City Council may choose any of the other service level options or combination of options described within the report and attachments.

City Council may choose to direct the Administration to procure contracted services for organics collection or to implement organics processing internally.

City Council may choose to fund the new level of service for waste handling with a property tax increase. Attachment 4 includes more information related to this option.

City Council may choose to not implement any changes. This will result in a 2.0% increase in the mill rate beyond the indicative rate in order to fund the current level of service for waste management.

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

An extensive public engagement took place from February through May, 2018, where over 5,000 residents and stakeholders were engaged. Results were included in the Changes to Waste Management in Saskatoon – Engagement Results report to City Council in June 2018.

### **Communication Plan**

A thorough communications strategy will be developed to effectively reach and educate residents. This is an effort in behaviour change and communications tactics will not only focus on preparing residents for the changes to waste management, but to also communicate the rationale and benefits of such changes in hopes of increasing participation for waste diversion. A detailed communications plan will be developed as part of the implementation plan.

## **Policy Implications**

There are policy implications associated with developing a new organics program and waste utility including changes to the Waste Bylaw. These implications will be outlined in future reports in collaboration with the Office of the City Solicitor.

## **Financial Implications**

### Capital Funding Requirements

Capital funding is required for the procurement and deployment of green and black carts, additional side loader trucks, and program implementation. Option 1 requires the lowest capital investment at \$13.6M as existing trucks can largely be re-allocated. All other options have higher estimated capital requirements as increased collection frequency for waste or organics will result in a higher number of trucks required.

### Operating Impacts

With the addition of a new city-wide organics program, operating costs for waste services will increase. Collections and processing costs have the largest influence on total costs. With the change in service level associated with Option 1, annual operating costs are expected to increase by \$10.5M to \$12.7M above the 2019 submitted budget.

### FTE Requirements

A new city-wide organics program and waste utility will require additional staff positions. Attachment 1 indicates the estimated increase in FTEs required for each service level identified. Option 1 requires 23 additional FTEs; details can be found in Attachment 1.

### Funding Sources

The Landfill Replacement Reserve, the Automated Garbage Container Replacement Reserve and the Reserve for Capital Expenditures do not have sufficient funds for the organics or waste utility program implementation. All capital funding requirements are anticipated to be borrowed against the waste utility and paid back over a ten year period.

### Utility Charge – Comparative Costs

Attachments 1 and 4 outline the comparative costs per household based on a utility funding model. Funding the waste management service level as a utility would result in an estimated 3.5% reduction to the mill rate. Attachment 4 also identifies the estimated cost per household based on a property tax model.

If no changes are made to the current level of service, a 2.0% increase in the mill rate, beyond the indicative rate, will be required in order to sustainably fund waste management services.

## **Environmental Implications**

Diverting organic waste from the landfill reduces greenhouse gas emissions, can provide a beneficial end use to the community as compost or energy generation, and conserves landfill airspace which ultimately extends the life of the landfill. By increasing

organics diversion to 26,000 tonnes, the waste diversion rate is expected to rise from 23% to 33%.

Research conducted by the US Environmental Protection Agency found that waste utility models may improve waste diversion rates by between 6% and 40%. A decrease in the amount of waste collected at the curb ultimately extends the life of the landfill.

### **Other Considerations/Implications**

There are no Privacy or CPTED implications or considerations.

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

The Administration will report on the Business Plan and Budget implications in November 2018. If service level changes are approved, the Administration will begin procuring resources in late 2018. Lead time on resources can be 18 months, more information is included in Attachments 1 and 2. The Administration will report back in Q2 2019 on a detailed implementation plan for the curbside organics program and PAYT waste utility.

### **Public Notice**

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

### **Attachments**

1. Additional Information on Service Level Options
2. Additional Information on Program Design Options
3. Considerations on Illegal Dumping and Contamination
4. Additional Information on Financial Implications

### **Report Approval**

Written by: Michelle Jelinski, Senior Project Management Engineer, Water & Waste Stream

Reviewed by: Russ Munro, Director of Water & Waste Stream  
Brenda Wallace, Director of Environment, Utilities & Corporate Initiatives  
Clae Hack, Director of Finance  
Angela Gardiner, A/General Manager, Transportation & Utilities Dept.

Approved by: Dan Willems, A/General Manager, Corporate Performance Dept.

Admin Report - Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility.docx

## Additional Information on Service Level Options

**Table 1: Service Level Options for Organics and Waste Collection**

	Collection Frequency Summer	Collection Frequency Winter	Utility Charge Comparative Cost \$/hh/mo**	Capital Costs	Estimated Increase (new FTEs)	Mill Rate Reduction (if utility funded)	Mill Rate Impact (if not utility funded)	Estimated Implement Time (months)
1	Organics: Bi-Weekly Waste: Bi-Weekly	Organics: Bi-Weekly Waste: Bi-Weekly	\$20	\$13.6 M	22.8	3.5%	4.4%-5.4%	18
2	Organics: Bi-weekly Waste: Weekly	Organics: Bi-Weekly Waste: Bi-Weekly	\$25	\$18.4 M	26.5	3.5%	5.5%-6.6%	>24
3	Organics: Weekly Waste: Bi-weekly	Organics: Bi-Weekly Waste: Bi-Weekly	\$25	\$18.8 M	31.3	3.5%	6.9%-8.1%	>24
4	Organics: Weekly Waste: Weekly	Organics: Weekly Waste: Weekly	\$33	\$24.9 M	50.5	3.5%	9.0%-10.6%	>24
5*	Organics: Bi-Weekly (subscription) Waste: Weekly	Organics: N/A Waste: Bi-Weekly	N/A	N/A	N/A	N/A	2.0%	N/A

\*Current Level of Service

\*\* Comparative costs (in 2018 dollars, based on program assumptions) for organics and waste collection with a medium sized waste cart. Monthly recycling utility charges (\$5.65/hh/month) are in addition to the amount shown. Comparative costs are shown for the purposes of comparing service level options.

### Collection Frequency

The service level options shown in Table 1 reflect different combinations of collection frequencies for waste and organics in the summer and winter months. Summer is defined as the current weekly waste collection frequency (May through September inclusive) and winter is the remainder of the year.

### Utility Charge

If waste management services are funded as a utility model, the comparative costs are shown as an estimated cost per household per month based on a medium waste cart size. It is important to note that these comparative costs are for organics and waste collection services only and are shown for the purposes of comparing various service level options. Monthly recycling utility charges (\$5.65/hh/month) would be in addition to these estimates.

### Capital Costs

Table 1 also identifies the estimated capital costs required for each option. The capital costs are primarily associated with the procurement and deployment of organics carts and variable sized waste carts as well as additional side-loader collection trucks. Program implementation costs are also included.

### FTEs

The estimated number of additional FTEs required for each service level option is identified for comparison purposes and includes collection truck operators as well as support staff required to operate a new, city wide organics program. These staffing requirements include but are not limited to additional Supervisory staff, Administrative staff, Environmental Protection Officers and Business Administration.

Organics and waste collections could be provided by City trucks and staff. A bi-weekly, year-round organics collection frequency, in combination with a bi-weekly, year-round waste collection frequency, would provide the greatest opportunity to optimize existing trucks, staff, and collection routes and schedules, thereby keeping program costs low for all residents. If weekly organics or waste collection is selected, additional trucks, operators and a longer implementation time will be required.

### Mill Rate Reduction

Table 1 identifies the estimated mill rate reduction if waste services are funded as a utility.

### Mill Rate Impact

Table 1 identifies the mill rate impact for each service level if funded by property taxes as opposed to a utility model. This impact is above the current indicative rate.

Option 5 reflects the current level of service for waste collection and the subscription green cart program. It is included to identify the additional mill rate funding required to sustainably fund these services if no service level changes are implemented.

### Implementation Time

Table 1 identifies the estimated implementation time required for each service level option. Option 1 has the lowest implementation time as existing fleet and staff can largely be re-allocated. The other options require increased time as land and indoor fleet storage space for additional side-loader trucks would be required.

## **Additional Information on Program Design Options**

### **Curbside Organics Program Design**

The recommended Option 1 for the curbside organics program includes a medium sized 240 L (65 gal) green cart for all households that currently have waste and recycling rollout carts.

Based on existing green cart program data, as well as research and feedback from other municipalities with existing organics programs, a medium sized cart is anticipated to provide sufficient capacity for the majority of Saskatoon residents with year round, bi-weekly collection frequency. Data from the existing subscription green cart program (large 360 L carts) shows that the set-out rate during bi-weekly collections is only 68%, indicating that not all households place their cart out for collection every single time. It is therefore inferred that the large carts provide more than adequate capacity for bi-weekly organics collection. Additionally, the compost depots are expected to remain open from mid-April to early November, so residents would have alternate options for excess yard waste. A larger (360 L) cart could also be considered to provide sufficient capacity for organic materials on a bi-weekly or weekly collection frequency but could be heavier for residents to roll-out and the larger dimensions could contribute to cart storage issues.

Even with a default medium cart size, additional cart size options (i.e. larger or smaller carts) could be made available to residents however an increase in the number of cart size options would increase the administrative and operational costs of the program as well as program implementation timelines. The Administration therefore recommends that one standard cart size be deployed to all curbside residences in order to keep program costs lower and implementation quicker. It is estimated that an additional 2 to 3 months would be required to solicit feedback from residents on their preferred organics cart size. Additionally, the timeframe for a city-wide organics cart deployment as a result of offering variable cart sizes is anticipated to be increased by 1 to 2 months.

A larger 360 L or smaller 180 L cart could be made available to residents upon request. Future state options could also include a smaller cart size (if compatible with existing collections fleet), for townhouses or other curbside locations with minimal storage. Another program design option includes the ability to request an additional organics cart (for an additional charge) which is currently done by many households with larger yards who participate in the existing green cart subscription program.

The Administration does not recommended repurposing existing waste carts for use as organics carts. It is anticipated that there would be significant costs and time required to procure and replace lids for all the different types of carts in the field, some of which are no longer being manufactured. Similarly, the staff and time required to access and paint approximately 70,000 lids could be cost-prohibitive. Furthermore, repurposing waste carts for organics collection could result in resident confusion and significantly higher potential for contamination in the green cart, which in turn could have negative impacts on program costs associated with an organics processing contract. The Administration does however recommend that the existing large green cart remain with the 8,500

households (12%) currently on the green cart subscription program unless residents request a smaller organics cart. By maximizing the life of these existing cart assets, new cart procurement and deployment costs will be reduced.

A Request for Proposals (RFP) for organics processing is currently underway, however the selected processor is anticipated to be able to manage compostable bags and kraft paper bags. Residents could choose to use approved bags or place their food and yard waste loose into the carts. Kitchen catchers, or specially designed, small containers for 'under the sink' are also anticipated to be provided to residents as they provide a clean, easy and convenient way to store and transfer food waste to the green carts.

All food and yard waste within certain dimensions is anticipated to be accepted in the green carts. Other materials such as compostable dishes and pet waste are dependent upon the processing technology and their acceptability will be determined once the RFP for Organics Processing has been awarded.

#### Collection Location

The Administration strongly recommends that green carts continue to be collected in the same location as the current subscription program. Front street collection increases efficiency, improves collection safety, reduces the amount of damage and high costs associated with back lane maintenance, reduces the congestion associated with carts in back lanes, and reduces the potential for contamination, mis-use and illegal dumping. Additional benefits associated with front street collection are as shown:

- Reduced potential for incidents and operator safety concerns associated with congested back lane collections (i.e. contact with overhead lines, overgrown trees, etc.)
- Reduced potential for damage and maintenance costs as a result of additional heavy truck traffic in the back lanes.
- Increased collection efficiency as back lane collections require more finesse to maneuver the trucks and pinchers around carts and other obstacles in narrow lanes.
- Reduced risk of contamination in the green carts as a result of residents leaving carts accessible to others in the back lane after collection day. Reduced potential for organics processing contract implications as a result of contamination.
- Reduced potential for cart ownership mix-ups which can occur with back lane collections as a result of all carts being collected on only one side of the lane.
- Higher compliance for returning carts to private property after collections.  
Reduced complaints and potential for illegal dumping and mis-use of carts.

It is estimated that approximately 2,000 (or 3%) of households would still require back lane collection due to challenges with front street parking, raised lots, or other unique challenges at specific locations. These households would likely be serviced by smaller, semi-automated rear loader trucks and two staff per truck in order to access and tip carts.

Back lane organics collection would result in additional or different types of collection trucks to provide the same level of service. If back lane collection is desired for all locations in the organics program, the Administration will report back on options and costs to successfully deliver this service.

The Administration is not recommending any changes to waste and recycling cart collection locations at this time. The Administration will report back on collection location considerations after implementation of the organics program.

#### Compost Depots

It is recommended to continue the compost depot program even once the curbside organics program has been implemented as residents may continue to have oversized or excess organic materials. In addition, the depots continue to serve the multi-family and commercial sectors (who often have landscaping contracts with multi-family properties) until such time that a city-wide program or alternate options are made available to these sectors. The costs to operate the depots will decrease slightly with the implementation of a city-wide collection program however the majority of operating costs are associated with processing large loads including branches, logs, and other self-haul materials that would not be accepted in the green carts.

The compost depots are located at temporary sites and do not have the capacity to accept and process organic materials from a city-wide collection program.

#### 2019 Subscription Green Cart Program

With a new, city-wide organics program in development, 2019 is anticipated to be the last season for the subscription green cart program. To reduce operating costs and to optimize internal resources, the Administration recommends a deadline of April 15, 2019, for new and renewed subscriptions.

Without a deadline for subscriptions, program planning and resourcing challenges are increased. For example, without knowing how many households may subscribe to the program or how much revenue may be available, it is challenging to procure the appropriate number of trucks and staff. If a high number of subscriptions are received shortly before or even after the program starts, resources may not be available to provide the required level of service.

In addition, the same internal staff who oversee the seasonal subscription program will be involved in developing and implementing the city-wide organics program. A deadline for the 2019 subscription program will help reduce the staff time associated with managing ongoing changes to collection routes, payments, etc. and will instead allow internal resources to redirect their focus to developing the city-wide program.

The green cart program is not a full cost recovery program. Any over-expenditures in the green cart program result in a mill rate impact.

### PAYT Waste Utility Program Design

The Administration recommends three different cart sizes be available to residents upon request, including the current, large 360 L (95 gal), a medium 240 L (65 gal) and a smaller cart that would still be compatible with the current collections fleet. The Administration also recommends keeping all existing waste carts in the field unless residents request a different size. This will keep waste cart procurement and deployment costs low, will maximize the life of the existing carts, and will provide residents with more flexibility and choice based on their individual needs. The vast majority (99%) of curbside residents currently have the largest cart size. It is also anticipated that a city-wide curbside organics program could remove up to 50% of the materials from the black cart. Preliminary research indicates that up to 75% of residents might choose to decrease their cart size and save costs on their monthly utility bill, while still having adequate capacity for all waste streams.

It is anticipated that residents would not be charged a fee for selecting a smaller cart size, however to minimize the potential for multiple cart size changes and to keep the administrative and operating costs low, it is recommended that cost recovery be applied to any household requesting a larger waste cart. More information on program implementation will be provided in Q2 2019.

The Administration does not recommend mandating a new, smaller cart for all households. Although mandating a smaller cart can incentivize greater waste diversion, a city-wide swap out of carts is estimated to cost over \$8 million. Instead, residents could choose to request a small or medium cart based on their needs, especially once an organics program is in place. Furthermore, by keeping the existing carts in the field, costs associated with retrieving and recycling old carts will be minimized.

The Administration recommends that the default waste cart size for all new homes is the medium (240 L) cart unless the resident requests a smaller or larger size.

If a waste utility model is approved, it is recommended to show one unified charge for all waste services on the monthly utility bill. This charge would include the existing recycling utility charges, as well as the new organics program charges and the true cost of collection and landfill disposal for waste. The option to show three or more separate charges for waste services on a monthly utility bill is not recommended as it can result in residents choosing to place excess garbage into the lower cost service (i.e. recycling or organics) and can lead to a higher rate of contamination.

### Implementation Plan

If approved, the Administration will begin procuring resources in the fall of 2018. With procurement and delivery time for carts and trucks, plus implementation time for a new organics processing facility, it is anticipated that at minimum 14 to 18 months would be required to implement a city-wide curbside organics program. The Administration will report back on a more detailed implementation plan in Q2 of 2019.

If a city-wide organics program is approved, the Administration intends to release a Request for Proposals for green carts and deployment as well as a tender for additional side loaders in the fall of 2018. The RFP for Organics Processing is also anticipated to close in the winter of 2018/2019. The successful Organics Processing contractor will be required to start accepting materials in early 2020.

Similar to the residential curbside recycling program, cart deployment is expected to be a phased roll-out occurring over 3 to 5 months. Deployment would be contracted by the cart vendor due to the short timelines and precise nature of timing cart deliveries from the vendor followed by assembling the carts for deployment all within minimal storage space. Existing City containers staff would continue to provide carts to new homes, as well as repairs and replacements for damaged carts in the field.

Contracted green cart deployment could commence as early as November 2019 once the subscription green cart program is ended in the second week of November.

Procurement and delivery time for new side loader trucks is between 12 and 14 months. The Administration intends to release a tender for new trucks in the fall of 2018 with an anticipated delivery date of late 2019 or early 2020.

#### Collection Frequency

Table 1 below identifies the advantages and disadvantages of the different combinations of collection frequencies for organics and waste.

**Table 1: Advantages and Disadvantages Associated with Collection Frequency Level of Service**

Collection Frequency Summer*	Collection Frequency Winter*	Advantages	Disadvantages
Organics: Bi-weekly  Waste: Bi-Weekly	Organics: Bi-Weekly  Waste: Bi-Weekly	<ul style="list-style-type: none"> <li>• 47% of “Waste Awareness and Behaviour Survey” participants support bi-weekly, year-round garbage collection</li> <li>• High projected amount of organic waste collected in green bins</li> <li>• Moderate projected GHG emission savings</li> <li>• Ability to optimize existing fleet, staff, and collection routes</li> </ul>	<ul style="list-style-type: none"> <li>• 48% of “Waste Awareness and Behaviour Survey” participants do not support bi-weekly, year-round garbage collection</li> <li>• Highest likelihood for contamination of organics bin (with less frequent garbage collection)</li> <li>• Higher potential for non-compostable odour issues (diapers) in summer</li> <li>• Higher potential for compostable odour issues (grass &amp; food waste) in summer</li> </ul>
Organics: Bi-weekly  Waste: Weekly	Organics: Bi-Weekly  Waste: Bi-Weekly	<ul style="list-style-type: none"> <li>• Best for mitigating non-compostable odour issues (diapers) in summer</li> </ul>	<ul style="list-style-type: none"> <li>• 77% chance for black cart to be under half-full in summer (over-servicing)</li> <li>• Higher potential for compostable odour issues (grass &amp; food waste) in summer</li> <li>• Lowest projected GHG emission savings</li> </ul>
Organics: Weekly  Waste: Bi-weekly	Organics: Bi-Weekly  Waste: Bi-Weekly	<ul style="list-style-type: none"> <li>• Best for mitigating compostable odour issues (grass &amp; food waste) in summer</li> <li>• 47% of “Waste Awareness and Behaviour Survey” participants support bi-weekly, year-round garbage collection</li> <li>• LOS resonates with residents (through engagement workshop)</li> <li>• Closest to most common LOS for Canadian municipalities with over 50% residential waste diversion rates*</li> <li>• Highest projected amount of organic waste collected in green bins</li> <li>• Highest projected GHG emission savings</li> </ul>	<ul style="list-style-type: none"> <li>• 48% of “Waste Awareness and Behaviour Survey” participants do not support bi-weekly, year-round garbage collection</li> <li>• Highest likelihood for contamination of organics bin (with less frequent garbage)</li> <li>• Higher potential for non-compostable odour issues (diapers) in summer</li> </ul>
Organics: Weekly  Waste: Weekly	Organics: Weekly  Waste: Weekly	<ul style="list-style-type: none"> <li>• Best for mitigating non-compostable odour issues (diapers) in summer</li> <li>• Best for mitigating compostable odour issues (grass &amp; food waste) in summer</li> <li>• Best mitigation for freezing materials</li> <li>• Least likelihood for contamination of organics bin (with more frequent garbage collection)</li> <li>• Moderate projected GHG emission savings</li> </ul>	<ul style="list-style-type: none"> <li>• No stated interest from citizens in this LOS for garbage</li> <li>• Lowest projected organics waste collected in bins</li> <li>• 77%+ chance for black cart to be under half-full (over-servicing)</li> </ul>

\* Year round weekly organics and bi-weekly garbage collection is the most common LOS for municipalities with over 50% diversion rate. Given Saskatoon's climate and lack of yard waste in the winter, bi-weekly collections can be considered comparable.

## **Considerations on Illegal Dumping and Contamination**

### **Illegal Dumping**

Illegal dumping is defined as discarding of waste in an improper or illegal manner at a location where it does not belong rather than disposing of waste through the proper channels.

Concern over illegal dumping is often cited as the major barrier to acceptance of Pay As You Throw (PAYT) programs. Many communities charging a variable rate for garbage services point out, however, that they have not observed significant increases in these activities. A 2010 study by SERA showed that surveys before and after the introduction of a PAYT program did not show an increase in reported illegal dumping following implementation of a program<sup>1</sup>.

Research shows that ensuring adequate cart capacity will play a central role in the design of a PAYT program. The incentive structure for waste diversion must be balanced with providing a reasonable service level cost.

Offering a bulky item collection program has also been shown to reduce illegal dumping. The Administration will be reporting in 2019 on options and costs for a bulky item collection program.

### **Contamination**

Contamination occurs when the wrong material is placed in the wrong waste stream. In curbside collections, this occurs when a resident puts materials in the wrong cart. While contamination may be done intentionally due to lack of space or other reasons, it is often caused by a lack of knowledge of what is acceptable due to a lack of education.

Research from several municipalities showed that the introduction of PAYT increased the incidence of contamination in recycling and organics programs. However, there are several other factors that may also lead to the observed increase in contamination:

- Automation (i.e. switching from manually collected bags/boxes to automatically collected carts) has led to higher contamination for those municipalities that previously offered clear bags or smaller boxes for recycling<sup>2</sup>.
- The introduction of single-stream recycling has improved participation rates in recycling but has also increased contamination. Recent increases in contamination rates have been noted from programs across North America. This may be due to the fact that education and resident engagement levels are highest at the launch of a program but usually subside over time.
- “Wish-cycling” occurs when residents know that certain materials do not belong in the landfill and instead place them in recycling or compost in the hopes that it

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<sup>1</sup> [http://www.paytnow.org/PAYT\\_FactSheet\\_IllegalDumping.pdf](http://www.paytnow.org/PAYT_FactSheet_IllegalDumping.pdf)

<sup>2</sup> Lakhan, Dr. Calvin. “Thinking “Beyond the Box” – an examination of collection mediums for printed paper and packaging waste”. University of York (2018)

is better than sending it to the landfill; this behaviour is common in Saskatoon's recycling programs where items that are recyclable through other programs but not through the curbside recycling program, such as batteries, electronics, and pressurized containers, are discovered in the blue bins.

Controlling contamination has become more important as recycling markets are demanding a higher quality of material with recent global changes led by the Chinese government's efforts to clamp down on the quality of recovered material imports into the country (the National Sword program). Contamination rates higher than 5% make it very difficult to make a marketable product that meets acceptable market demand.

Contamination also affects organics programs as compost must meet quality standards in order to be marketable. Plastic is often cited as the main source of contamination going in to green carts. In general, dealing with contamination in the organics material stream during processing is much more difficult than in recycling as there is less opportunity to remove during sorting. Screening of material can remove large items but is not effective at removing smaller items, such as small pieces of plastic. Contamination is costly in both streams but recycling Material Recovery Facilities (MRFs) remove more contamination during line-sorting; new technologies also continue to contribute to the cleaning up of recyclables. Recyclable materials are also dry and easier to process through sorting. The move to a city-wide organics program will likely result in a higher contamination rate than is experienced in a voluntary subscription program.

#### Education and Enforcement

For the majority of cities and towns across North America, education and enforcement are effective ways to prevent contamination and illegal dumping. As illegal dumping and contamination are existing concerns for Saskatoon, implementation of a PAYT program and a city-wide organics program provides an opportunity for improving education and enforcement strategies to reduce contamination. Regardless of whether or not the introduction of PAYT causes an increase in contamination or illegal dumping, education and enforcement will play a critical role in the success of the PAYT and curbside organics programs.

#### Community Based Social Marketing

Community-based Social Marketing (CBSM) is an approach that emphasizes direct personal contact among community members in order to foster positive behavioural change among the group. CBSM identifies the need for a behavioural change, addresses the roadblocks that lead to the behaviour, develops a pilot program to overcome these roadblocks, and evaluates the effectiveness of the strategy thereafter (McKenzie-Mohr, 2011). CBSM campaigns often cost more per interaction but, compared to other marketing strategies, result in higher impact interaction that foster sustainable behaviour change.

The City of Saskatoon and Loraas Recycle implemented a tagging program in 2015. It uses CBSM as a way to educate curbside residents on what is acceptable in their bin with a goal of reducing contamination. The program provides direct feedback to

residents using visual inspections of blue bins during collection days in specific neighbourhoods. Each blue bin either received an orange tag or a green tag based on whether or not items in the bin were accepted program materials. Orange tags were given to contaminated bins and received case-specific hand-written messages to address the contaminants observed. Green tags were given to non-contaminated bins to encourage proper recycling behaviour. In 2017, the program targeted 5 neighbourhoods and showed a combined improvement of 8% in terms of the contamination rate.

A similar approach can be used for a city-wide curbside organics program to inspect the contents of green carts and notify residents of acceptable and non-acceptable materials.

#### Cart Placement Education (Neighbourhood Blitz) Program

City Environmental Protection Officers (EPOs) have been conducting the cart placement education program in neighbourhoods with back lane collection since 2014. This program was designed to help educate residents on their responsibilities specific to waste and recycling cart placement under the Waste Bylaw. The program uses an education first approach that includes back lane inspections, followed by education and warning letters to residents who have left their carts out after collection day. If subsequent inspections show that the carts have still not been returned to private property, fines are then issued for those in non-compliance. There are numerous benefits with returning carts to private property such as decreased potential for theft, scavenging, mis-use, contamination, and congestion in the back lanes. In general, compliance is largely achieved through the cart placement education program however the number of locations that can be inspected in any given year is limited due to existing EPO workload.

A city-wide organics and PAYT program could benefit from increased EPO resources to provide education and enforcement. For example, the City of Toronto has a Field Inspection Team of six inspectors dedicated to ensuring the correct carts are assigned to the correct household. With a PAYT program it is important to ensure that the resident cart size aligns with what they are billed for. Having employees that are in the field and working closely with customer service staff has been a critical part of delivering a reliable service to residents.

#### Other Approaches

Other current and potential future approaches to addressing illegal dumping and mis-use of carts include but are not limited to the following:

- Increasing signage, cameras and/or fines to deter illegal dumping.
- Offering robust education and reporting tools for the public.
- Conducting proactive inspections at locations subject to illegal dumping.
- Increasing cart audits and inspections.
- Offering a bulky items collection program.

The Administration will be undertaking an internal service level review for addressing illegal dumping concerns and will report back to Council in 2019. In addition, the Administration will continue to explore new options to address illegal dumping concerns and will include additional information in a detailed implementation plan for an organics program and/or PAYT waste utility program in 2019.

## **Additional Information on Financial Implications**

Development of a sustainable financial model for waste services is a complex process with a variety of variables and decisions including:

- What services and programs will be included? Which programs will remain on the property tax and which will be funded via user fees?
- What is the service level that will be delivered?
- What are the customer behaviour assumptions, such as how many will choose a small, medium or large waste cart?
- What are the operational implications in terms of staffing, equipment, service hours, fuel, etc.?

Once the above considerations and assumptions have been finalized, then an apples to apples comparison can be made between the various funding models; this includes:

1. The impact and cost per household of funding via the property tax; and
2. The impact and cost per household of funding via a user pay system.

### Waste Management Basket of Services

The most critical question when developing the financial model is which services are included so that comparisons are made between the same basket of services whether funded by the property tax or as a utility.

The Ability to Pay report (concurrently being presented to City Council) speaks to the Public Good and Private Good considerations for funding services. The Administration has utilized these concepts to determine the recommended basket of services that would be considered under a waste utility model, including:

- Curbside Residential Garbage Collection;
- Landfill Operations;
- Curbside Residential Recycling Collections and Processing;
- Curbside Residential Organics Collections and Processing; and
- Compost Depots.

Other waste-related services such as the recycling depots, Household Hazardous Waste programs, and Environmental Protection and Enforcement are recommended to stay on the property tax as these services provide a community benefit, are difficult to identify specific users, and support waste diversion and environmental compliance which are reflective of a Public Good. The compost depots are proposed to remain on the utility at this time until the future state of this program is determined. The compost depots will continue to be funded by landfill revenues. Once Recovery Park is open and more information is known about the demand on the compost depots, the Administration will return with options for City Council. At this time, the Administration does not recommend that it is worth the effort in adjusting the mill rate and ending the compost utility while their future is uncertain.

### Recommended Service Level

The Administration recommends the service level identified in Option 1 of the report: a year round, bi-weekly curbside organics and garbage collection service, while continuing with bi-weekly curbside recycling collections.

### Current Funding Status

The curbside residential recycling program is fully funded as a utility. Waste Handling Services, including curbside waste collection and landfill operations, are funded via the property tax. Waste Handling services have been underfunded for several years as previously communicated to City Council and as illustrated below:

Waste Handling	2017 Budget	2017 Actuals
Total	\$7,383,400	\$8,079,700

In 2017, the Waste Handling funding shortfall was approximately \$700,000. In addition, \$1.25 million in transfers to the Landfill Replacement Reserve were deferred in 2017 in order to compensate for the deficit within Waste Handling Services. Considering this deferral, the actual deficit in 2017 was closer to \$2.0 million.

In order to fund the current level of service, a 2.0% increase in the mill rate, beyond the indicative rate, is required in order to sustainably fund waste management services.

### Future Funding Scenarios

In order to implement a financially sustainable model for the proposed new level of service (Option 1: year round, bi-weekly curbside organics and garbage collection), the Administration has identified the following scenarios:

<b>Scenario 1: Mill Rate Funding</b>	
<b>Continue to support the program via the property tax and phase in additional funding in order to fully fund program requirements.</b>	
<b>PROS</b>	<b>CONS</b>
No change required	Property tax phase ins would be required in order to fully fund the program
Lower cost for most single family households as commercial properties subsidize the program	Commercial properties would continue to subsidize single family garbage services
	More difficult to incentivize waste reduction through tiered pricing
	No equity amongst property owners as assessment dictates the cost for waste services, not the actual services used themselves

<b>Scenario 2: Utility Funding</b>	
<b>Transition to a waste utility model whereby residents pay for waste services based on the size of waste cart they use. User rates would fully support this program.</b>	
<b>PROS</b>	<b>CONS</b>
Equity amongst homeowners as they now pay based on the amount of waste they generate.	Higher cost for most single family households as commercial properties no longer subsidize the program
Commercial industry no longer subsidizes the residential waste service	
Incentive for single family properties to decrease their waste generation in order to have a lower monthly bill	

#### Scenario 1: Mill Rate Funding

Funding a new service level for curbside residential waste and organics services through the property tax means that the total cost (\$18,370,000) would be subject to distribution under the City's current assessments and tax policy. This means that both residents and commercial entities would pay for these residential waste services. The share of residential and commercial portions would be as follows based on 2018 assessment information:

Residential Property Tax Portion	\$12,780,600
Commercial Property Tax Portion	\$ 5,589,400
<b>Total Property Tax Funding</b>	<b>\$18,370,000</b>

The average property under each property class would be subject to the following average monthly rate:

\$371,000 Average Residential Property	\$12 / Month
\$500,000 Commercial Property	\$26 / Month
\$1,000,000 Commercial Property	\$52 / Month

#### Scenario 2: Utility Funding

The second scenario is to transition to a utility model. The biggest difference is that charges would be applied only to users of the service (i.e. curbside residents) and there would be no commercial subsidization for residential waste services. Instead the full costs of residential waste services would be funded by the residential sector.

Under a utility funding model, a full-cost-recovery monthly charge to each household depends on the size of waste cart selected rather than on the assessed value of property. The recommended level of service identifies full-cost-recovery could be achieved with an estimated \$20 monthly charge based on a medium sized waste cart.

As identified in the table above, a utility model will have a higher monthly rate than a mill rate model due to the removal of the commercial subsidization for residential waste services. A utility funding model supports the environmental, social, and financial values approved by City Council through the following means:

- Citizens pay directly for the services they use resulting in increased awareness and responsibility for the quantity and types of waste they are generating.
- Variable fees based on type and quantity of waste give the citizen control of their costs and provides an incentive for reducing or diverting more waste from the landfill.
- Life cycle costs, as well as immediate and long-term costs, are considered when setting rates to ensure financial sustainability now and for future generations.
- Increased financial transparency and certainty for the municipality as funding can be more closely aligned with costs.
- Users pay directly for the services that they benefit from; promotes a 'user equity' perspective.

**From:** City Council  
**Sent:** Wednesday, September 05, 2018 6:50 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Wednesday, September 5, 2018 - 18:50  
Submitted by anonymous user: 45.44.38.2  
Submitted values are:

Date: Wednesday, September 05, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Blake  
Last Name: Reddekopp  
Email: [REDACTED]m  
Address: [REDACTED]  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7M [REDACTED]  
Name of the organization or agency you are representing (if applicable):  
Subject: PAYT  
Meeting (if known):  
Comments:

The city has said the reason for PAYT is to divert waste and prevent our landfill from being full and starting a new one. If we have to choose for what size of bin we want and pay monthly for it. Will there be a option for no bin at all? Reason this should be a option are as follows.

- 1) can i choose to go with a private company like lorass to provide my garbage disposal. This way garbage will be hauled to their landfill and no fill up the city landfill
- 2) business owners already pay for garbage disposal to the private sector. Could business owners not take there house hold garbage with them to work to throw out.

If its really about waste diversion to save the landfill please dont force residence to choose city councils plan. Do realize there is a private sector and allow the residence to choose, which will help with waste diversion.

Also if one does want to go for a City provided bin why the increase price. What has changed from the average of 75 dollars a year to the smallest bin of being \$216 a year. What is the reason for increase price for garbage disposal? If it was about waste diversion shouldn't the smallest bin be under \$100 annually?

Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/254197>

**From:** Kalin Bews [REDACTED]  
**Sent:** Thursday, September 06, 2018 11:30 PM  
**To:** Web E-mail - City Clerks  
**Subject:** Support for Garbage Plan



Submitted on Thursday, September 6, 2018 - 23:30  
Submitted by user: Anonymous  
Submitted values are:

First Name: Kalin  
Last Name: Bews  
Email: [REDACTED]  
Confirm Email: [REDACTED]  
Neighbourhood where you live: Sutherland  
Phone Number: ([REDACTED])

==Your Message==

Service category: Bylaws & Policies

Subject: Support for Garbage Plan

Message:

Good day,

I would like to voice my support for the proposed "pay as you throw" garbage plan. With our current bin, it is usually almost empty on pickup day. If I could have a smaller bin, I would definitely sign up.

Sincerely,

Kalin Bews

Attachment:

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

For internal use only :

<https://www.saskatoon.ca/node/405/submission/255313>

The Standing Policy Committee on Environment, Utilities and Corporate Services, at its meeting held on September 10, 2018, resolved in part:

3. That the Administration report on the options to extend the organics collection period in the winter and what implications this could have on the cost and service.

### Option for Extended Organics Collection Period in Winter

The Administration has reviewed the option to extend the organics collection period in winter (hereinafter referred to as reduced organics collection frequency) and has identified the potential implications on cost and service.

The table below is intended to compare the operational cost savings and reduced number of FTEs required for a monthly collection frequency as compared to bi-weekly collection in winter.

**Table 1: Option for Reduced Organics Collection Frequency in Winter**

	Collection Frequency Summer	Collection Frequency Winter	Utility Charge Comparative Cost \$/hh/mo*	Capital Costs	Estimated Increase (new FTEs)	Mill Rate Reduction (if utility funded)	Mill Rate Impact (if not utility funded)	Estimated Implement Time (months)
1	Organics: Bi-Weekly Waste: Bi-Weekly	Organics: Bi-Weekly Waste: Bi-Weekly	\$20	\$13.6 M	22.8	3.5%	4.4%-5.4%	18
1A	Organics: Bi-Weekly Waste: Bi-Weekly	Organics: <b>Monthly</b> Waste: Bi-Weekly	\$19.73	\$13.6 M	20.4	3.5%	4.3%-5.3%	18

\* Comparative costs (in 2018 dollars, based on program assumptions) for organics and waste collection with a medium sized waste cart. Monthly recycling utility charges (\$5.65/hh/month) are in addition to the amount shown.

### Collection Frequency

Option 1A identifies the estimated savings associated with a reduced organics collection frequency in the winter. For this option, organics collection would be on a monthly basis (every-four-weeks) from November through March inclusive and bi-weekly from April through October inclusive. Garbage collection would be bi-weekly year-round.

### Operational Savings

Total annual savings are estimated at \$230,000 as a result of reduced fuel consumption, reduced truck maintenance, and a reduced number of staff required for collections during the winter months. It is important to note that the total number of trucks required in the fleet would remain the same in order to provide bi-weekly collections in the summer months. An overall savings of \$230,000 per year would translate to a savings of \$0.27 per household per month or approximately \$3 per household per year if waste services were funded as a utility charge.

### Capital Costs

Option 1A is not anticipated to result in any capital savings since the same amount of funding would be required to procure and deploy green carts and black carts, procure new side-loader trucks, and to develop the program regardless of winter collection frequency.

### FTEs

Option 1A is anticipated to result in a reduction of 2.4 FTEs or the equivalent of six seasonal operator positions from November through March. A total of 20.4 FTEs would still be required to provide a new organics program and waste utility. These positions would be comprised of collection truck operators, containers staff, Supervisory staff, Administrative staff, Environmental Protection Officers and Business Administration.

### Mill Rate Reduction

If organics and waste services are funded as a utility, there would be no change to the anticipated mill rate reduction as a result of reduced collection frequency in the winter.

### Mill Rate Impact

If organics and waste services are funded by property taxes, Option 1A is anticipated to result in a lower mill rate impact than Option 1. With an estimated annual savings of \$230,000 as a result of monthly organics collection in the winter, the estimated mill rate impact would be between 4.3% and 5.3% instead of 4.4% to 5.4% for bi-weekly collection.

### Implementation Time

Option 1A is anticipated to require the same implementation time as Option 1. The procurement timeframe for carts and trucks and the program implementation timeframe would be the same regardless of the winter collection frequency.

### Other Considerations for Reduced Organics Collection Frequency in Winter

- A medium sized (240 L) green cart is anticipated to provide sufficient capacity for monthly collections from November through March for the majority of Saskatoon households.
- Monthly collections are estimated to reduce greenhouse gas (GHG) emissions by approximately 160 tonnes CO<sub>2</sub> equivalents as a result of fewer trucks operating in the winter months. These GHG savings, however, could be negated by an increase in the amount of organic material sent to the landfill as a result of residents choosing to put their organics in the black carts that would be collected more frequently.
- Odours and nuisance concerns with monthly storage of organic material is anticipated to be minimal in the winter months. Unexpected warm temperatures in the winter months could cause materials to thaw and could result in odour issues as well as increased likelihood of material freezing to the bin.
- With a monthly collection frequency, a missed collection could result in a two-month interval between collections if residents are unable to place their green cart out for collection on their scheduled day.
- While some current green cart subscribers indicate that they utilize their green carts to store food waste throughout the winter, some residents may be less likely to participate in the organics program if collections are provided on a monthly basis as opposed to a bi-weekly basis.

---

**From:** City Council  
**Sent:** Tuesday, September 18, 2018 12:07 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Tuesday, September 18, 2018 - 12:06  
Submitted by anonymous user: 207.47.219.133  
Submitted values are:

Date: Tuesday, September 18, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Brian  
Last Name: Sawatzky  
Email: [REDACTED]  
Address: [REDACTED] Fairlight Dr  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: [REDACTED]  
Name of the organization or agency you are representing (if applicable): Saskatoon Environmental Advisory Committee  
Subject: Pay as You Throw Garbage Collection  
Meeting (if known): City Council Meeting-- Sept. 24  
Comments: We wish to speak to council regarding future waste collection  
Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/257102>

## Bryant, Shellie (Clerks)

---

**From:** City Council  
**Sent:** September 21, 2018 10:42 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** [REDACTED]

Submitted on Friday, September 21, 2018 - 10:42  
Submitted by anonymous user: 70.64.3.22  
Submitted values are:

Date: Friday, September 21, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: HAROLD  
Last Name: SOKYRKA  
Email: [REDACTED]  
Address: [REDACTED] Sylvian Cres  
City: SASKATOON  
Province: Saskatchewan  
Postal Code: [REDACTED]  
Name of the organization or agency you are representing (if applicable): Kwik BagIt Products International Inc.  
Subject: Waste Diversion/Curb side Pick Up  
Meeting (if known): City Council Meeting 1:00 PM Monday October 24  
Comments:  
I wish to speak regarding the Standing Policy Committee on Environment, Utilities & Corporate Services  
8.3.1 Update on Curbside Recycling Program/ Sarcen Depot Locations  
and  
9.3.1 Waste Management Levels of Service- Curbside Organics

Attachments:

[REDACTED]

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/257783>

---

**From:** City Council  
**Subject:** Basic Services

**From:** henry dayday [mailto: ]  
**Sent:** Tuesday, September 11, 2018 11:41 AM  
**To:** City Council <City.Council@Saskatoon.ca>  
**Subject:** Basic Services

September 10, 2018

Your Worship and Members of City Council

Since Saskatoon became a city garbage collection and waste management has been a basic service paid for through property taxes. Administration had in the past suggested that it become a utility but the leadership on city council did not approve it. The reason being that it was a money grab and we were already paying for it once.

Water services are a utility and the increase in rates have increased by 37.25% for the years 2016 to 2019. When compounded the increase is approximately 42.8% for 4 years. This is why administration likes this option. It is council's responsibility to prevent such major changes from taking place without input from the taxpayer.

The question then becomes how do we fund another landfill. During the 90's the city negotiated the sale of City Hospital to the province for a large parcel of land in the north east sector. The city also purchased a quarter section of land from Canada Agriculture. Since the purchase of the land the city made millions of dollars in sales. This is where the city should be getting its money for the landfill instead of spends millions on reorganizing our present system at a major cost to the taxpayer.

The city would be making a big mistake if it makes it a utility unless the taxpayer can vote on a plebiscite before an money which we don't have is spent.

I would appreciated it if you would forward this letter to the council meeting in September.

Sincerely

Henry Dayday

---

**From:** City Council  
**Sent:** Tuesday, September 11, 2018 12:36 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Tuesday, September 11, 2018 - 12:35  
Submitted by anonymous user: 174.2.242.192  
Submitted values are:

Date: Tuesday, September 11, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Wesley  
Last Name: MacPherson  
Email: [REDACTED]  
Address: [REDACTED] Sutter Cres  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: [REDACTED]  
Name of the organization or agency you are representing (if applicable):  
Subject: Garbage pick up  
Meeting (if known):  
Comments:  
Good Afternoon  
We are in disagreement with the the new scheme of garbage collection. First your raised our taxes by 4.5 % now your your going to give us part of that back but raise our costs to the city by over \$ 400 with the new formula. That in my calculation for our home we will be paying an equivalent of a10% increase in taxes Not acceptable!  
Respectfully  
Wes And Esther MacPherson  
Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/256078>

---

**From:** City Council  
**Sent:** Friday, September 14, 2018 3:12 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Friday, September 14, 2018 - 15:12  
Submitted by anonymous user: 71.17.150.50  
Submitted values are:

Date: Friday, September 14, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Ken  
Last Name: King  
Email: [REDACTED]  
Address: [REDACTED] Mahoney Avenue  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: [REDACTED]  
Name of the organization or agency you are representing (if applicable):  
Subject: New proposed garbage and blue bin and green bin  
Meeting (if known):  
Comments:

Why in the world does council want to consider changing these services to be a utility vs being part of the property tax base. The 3.5 % property tax reduction will get lost in the process and the reduction will not compare to the small cart charge for most of the houses homes in Saskatoon except for the very high end homes. I am not against the 3 bins sitting on my front drive way. While some of us may think we understand what goes in which bin based on what I see hanging out of the bins in our area. NOT SURE THEY ALL DO. As much as we need a new system we need more education for those that still don't have it figured out. Question what happens to all the carts we presently have once I want the smaller ones? Do I have an option of not taking any carts?  
Good luck but please think of those that are on fixed incomes to some of you an extra \$ 100 or \$140 per year is no big deal but to some it will be a big deal.

Ken King  
Massey Place

Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/256744>

---

**From:** City Council  
**Sent:** Monday, September 17, 2018 2:34 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Monday, September 17, 2018 - 02:33  
Submitted by anonymous user: 207.47.217.253  
Submitted values are:

Date: Monday, September 17, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Brian  
Last Name: Breit  
Email: [REDACTED]  
Address: [REDACTED] Ave. U, South  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: [REDACTED]  
Name of the organization or agency you are representing (if applicable):  
Subject: Garbage/Landfill  
Meeting (if known):

Comments: After reviewing your new waste management program, I do not see where it will make any difference in the amount of waste going into the landfill. In fact if anything there will be more. Nobody seems to care at city hall, as I have contacted the people running that department, and have been given 5 different answers. So nobody seems to know. Secondly we keep hearing that with it coming off of the property taxes and becoming a utility, and it will be cheaper. But reports in the media this past week, have it costing far more (example the small bin is just about 4 times as much as we are currently paying, this looks like a cash cow for the city). Thirdly, if it is a utility, then it should be charged by the amount of use, not because you have a garbage bin. (If I don't use it this month, then I should not be charged for it, same as any other utility), and forth, the so called compost bin. I am told what a great deal this is. I don't know how many of you remember, but for a few years the City of Saskatoon sold compost bins. I was one that bought one. I use it all the time, so I do not need another compost bin on my property. If you decide to place one on my property, it will not be looked after and I will not be held responsible for it. And I may charge you a rental fee for the space it takes up.

Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/256905>

---

**From:** City Council  
**Sent:** Monday, September 17, 2018 4:23 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Monday, September 17, 2018 - 16:23  
Submitted by anonymous user: 206.163.242.246  
Submitted values are:

Date: Monday, September 17, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Paul  
Last Name: Fedec  
Email: [REDACTED]  
Address: [REDACTED] Appleby Drive  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: [REDACTED]  
Name of the organization or agency you are representing (if applicable):  
Subject: Waste Management  
Meeting (if known): waste management  
Comments:

If garbage collection is going the route of "user pay", then to be fair, it should be based on weight contributed. I believe this was indicated as a possible approach several years ago. Don't we already codes and chips attached to our containers? Going the route of container size is not ideal as there are times that one generates more waste and generally times of much less waste. The largest size may be required but becomes an unnecessary expense when you don't need it for >70% of the time. The likely scenario will be that residents will choose a smaller container so as to pay less. What will follow is that any excess waste (in garbage bags) will end up being thrown in a neighbor's container or dumped elsewhere on public property. Further, we already have many good containers in use, why should we spend new money to buy a replacement set. This is our tax dollar, in addition to the proposed monthly user fee.

As for the delay in investing in a new waste/landfill site, the rationale sounds good to residents because money isn't being spent now. However, the reality is that the longer the plan is delayed in acquiring a site, the cost generally escalates and it will cost much more 10 years down the road. I believe the site should be acquired sooner than later.

As for recycling - we were so pleased to finally have a blue bin system. However the plan is backing away from collecting the main articles we want to keep out of the landfill, plastic bags and wrap and now probably glass containers. The proposed solution of banning plastic grocery bags will not be practical unless we have paper bags available (just like the good old days). But some plastic bags will be required for containing fresh meat products, to prevent leaking blood and microbial contamination of cloth bags and other articles.

Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/257000>

## Bryant, Shellie (Clerks)

---

**From:** City Council  
**Sent:** September 19, 2018 12:05 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Wednesday, September 19, 2018 - 12:04  
Submitted by anonymous user: 184.70.60.42  
Submitted values are:

Date: Wednesday, September 19, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Frank  
Last Name: Regier  
Email: [REDACTED]  
Address: [REDACTED] Ave f north  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: [REDACTED]  
Name of the organization or agency you are representing (if applicable):  
Subject: Garbage collection charge  
Meeting (if known):  
Comments: I have huge concerns about moving the garbage collection from taxes to the utility bill.i have reduced my garbage imput and have reduced how many times my bin is at the curb by 50%.the charge on the utility bill will have huge financial problems to me as much as budget also looks at all costs in the end .it will cost us more for garbage pickup . With a propose tax increase .people with fix income can only absorb so much .as the cost of living increase does not keep up with these costs.please consider this befo creating the garbage collection utility.thank you  
Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/257296>

## Bryant, Shellie (Clerks)

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**From:** dennis andersen [REDACTED]  
**Sent:** September 21, 2018 12:21 PM  
**To:** Web E-mail - City Clerks  
**Subject:** organic waste program

Council has been talking about a new waste collection site for the past YEARS; but has not got around to purchasing land to replace the existing waste site.

My suggestion is to put money aside for the purchase of land for a new site and forget about spending millions of dollars on vehicles and hiring new employee's. The longer council waits to purchase land the greater the expense.

This new program of waste collection/re cycling is just another tax on the city's residence.

You suggest that people will be fined if caught throwing garbage into back alleys or other places but we all know people will do anything to get away with paying for dump fee's or as you suggest weight fee's on your waste container.

Who is going to police these activities (certainly not the police force as they have greater duties to perform ) city staff maybe but at what cost to the city having city staff going around picking up unwanted garbage.

HERE IS AN EXAMPLE: at the end of 37 street where land has been put aside for gardening there is a small building (CITY WATER? ) In the past several days someone has placed a mattress/boxspring and leaned it against that building; now who do you think will have to pick it up and take it to the landfill?

With your proposed food waste container's; how will they be emptied when it's -20C and everything is a frozen lump?

These are some of my concerns for a old guy of 72 years. Thanks DENNIS ANDERSEN [REDACTED] KLAEHN CRESENT [REDACTED]

7830 -1

**From:** City Council  
**Sent:** Monday, September 24, 2018 10:21 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Monday, September 24, 2018 - 10:20  
Submitted by anonymous user: 207.47.227.187  
Submitted values are:

Date: Monday, September 24, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Louise  
Last Name: Butterfield  
Email: [REDACTED]  
Address: [REDACTED] Baker Cr  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: [REDACTED]  
Name of the organization or agency you are representing (if applicable): myself  
Subject: Garbage  
Meeting (if known):



Comments: I have listened to the mayor mumble away about the future of the garbage, but no clear statement on how this is going to work. I am a widow, I have a black bin and a green bin which I am paying \$55 a season, now with the change I could use a small bin, now here is where I don't understand: for the price of the small bin do I get a green bin as well and both will be dumped once every 2 weeks? In the winter time how are you going to dump a green bin when everything is froze, if the green bin is only in the summer season we shouldn't have to pay for the dumping of the green bin in the winter time. I have found since I have been using the green bin the garbage I put in the black bin is less. Why not make it so everyone has a green bin in the summer time at least, so less yard waste goes in the black bin. I feel the individual home owners are going to foot this bill because look around yourself how many multiple units there are in the city now and they don't have to pay extra for their garbage or separate the food waste, as well all the senior complexes with buckets of diapers. I am afraid once the program is implemented and it turns out to be another program that doesn't work, you will continue to keep charging us for the program just like the sump pump program that was implemented back how many years ago, charging taxpayers \$6 a month, with the promise it would be removed after 3 years, hoping the taxpayers would forget, I have never heard the council boast about giving back to the tax payers that money, so once we start paying for your so called programs we are stuck forever paying. I would like some factual information on what I the individual home owner will be getting if we are going to have to pay, with a promise that if the program doesn't work, stop charging taxpayers, while you change your mind and put a new charge on top of the last one. I wish you the council would look to other cities across Canada and find out what the pros and cons are before jumping in with some program that you don't know if it will work and where the most garbage is coming from. We the taxpayers are not made of money, if you listen to the news Saskatchewan is the most highly in debt taxpayers in Canada.

Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/258222>

9.31

# WASTE MANAGEMENT MASTER PLAN UNIFIED WASTE UTILITY

24 September 2018



# THE PROBLEM

The existing waste services model is not:

## **Financially or Environmentally Sustainable**

- Underfunded/Funding Gap (\$5-10M/year)
  - Reserves used to stabilize against shortfall
- Reduces life of the landfill (63 to 40 years)
- Significant costs to replace the landfill (\$120M)
- Will not reach 70% diversion rate by 2023

## **Fair**

- Property owners who do not receive curbside waste service are subsidizing the cost for others



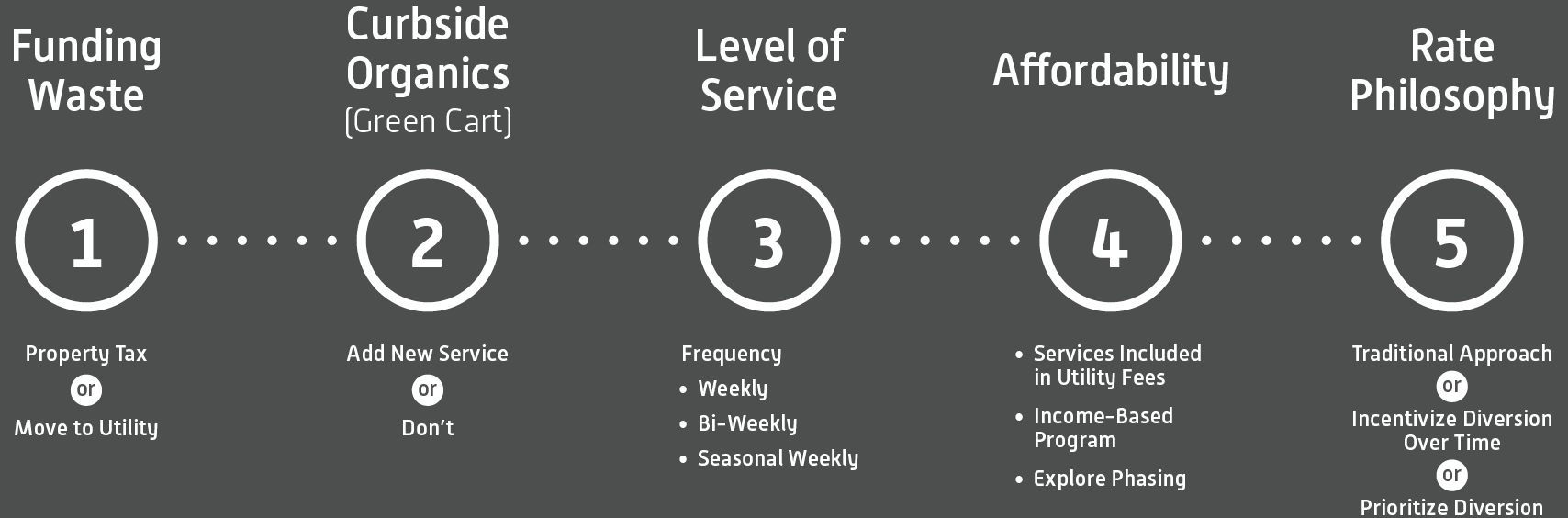
# WHAT ARE THE SOLUTIONS?



Page 144



# Approach To Problem



# ① Funding Waste



# The Illusion of Waste Services

What You See:



# The Illusion of Waste Services

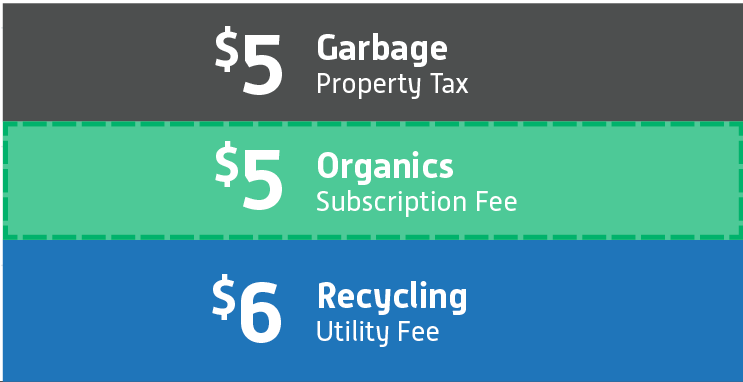
**What You See:**



# The Illusion of Waste Services

Cost/household/month  
based on \$371,000 average  
assessed value

What You See:



} **\$16/mo**  
*Estimates only.*

# The Illusion of Waste Services

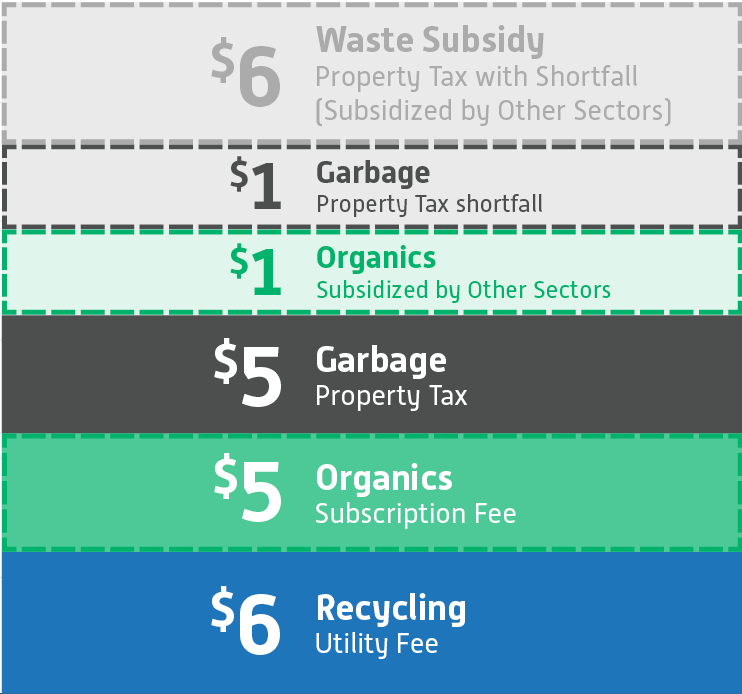
Cost/household/month  
based on \$371,000 average  
assessed value

Total Cost: **\$24**/mo

## What You Don't See:

(not new costs)

Funding shortfall covered by  
property tax and other sectors



**\$8**/mo  
*Estimates only.*

**\$16**/mo  
*Estimates only.*

## What You See:

# 1 Funding Waste

## Property Tax

or

## Move to Utility

- Single family home cost continues to be subsidized by other taxpayers
- Some Multi-Family Residents pay twice
- Commercial properties pay taxes for services not provided to them
- Unfunded liability for Landfill Replacement

- **Property Tax Increase:**

- |  |   |
|--|---|
| > Single Family Home<br><b>\$67 annual average</b><br>[\$371,000 assessed value] | > Commercial<br><b>\$350 annual average</b><br>[\$1,000,000 assessed value] |
|--|---|

- Incentive for waste diversion
- Fairness: Those who benefit from service pay, those who don't will not.
- Transparency on costs
- Lower life cycle cost for solid waste

- **Cost Removed from Property Tax:**

- |  |   |
|--|---|
| > Single Family Home<br><b>\$65 annual average</b><br>[\$371,000 assessed value] | > Commercial<br><b>\$275 annual average</b><br>[\$1,000,000 assessed value] |
|--|---|

## 2 Curbside Organics [Green Cart]

Add a New Service:  
Curbside Organics

or

No Organics

- Expected increase to waste diversion: **10%**
- Expected asset protection
- Expected greenhouse gas reduction: **11,000 tonnes**
- Expected resource efficiency: **better utilization of staff, trucks, money**

- No waste diversion improvement
- No benefit to landfill life
- No improvement to greenhouse gas emissions
- No resource efficiency:
  - > Must find \$120 million+ to fund landfill replacement
  - > Must continue to subsidize subscription program inefficiencies

### 3

## Level of Service

### Waste

- ☐ Bi-Weekly Collection
- ☐ Weekly Collection
- ☐ Seasonal Weekly
- ☐ Three Bin Sizes

### Organics

- ☐ Bi-Weekly Collection
- ☐ Weekly Collection
- ☐ Seasonal Weekly
- ☐ One Bin Size

3

## Level of Service

### Waste

- ☒ Bi-Weekly Collection
- ☐ Weekly Collection
- ☐ Seasonal Weekly
- ☒ Three Bin Sizes

### Organics

- ☒ Bi-Weekly Collection
- ☐ Weekly Collection
- ☐ Seasonal Weekly
- ☒ One Bin Size

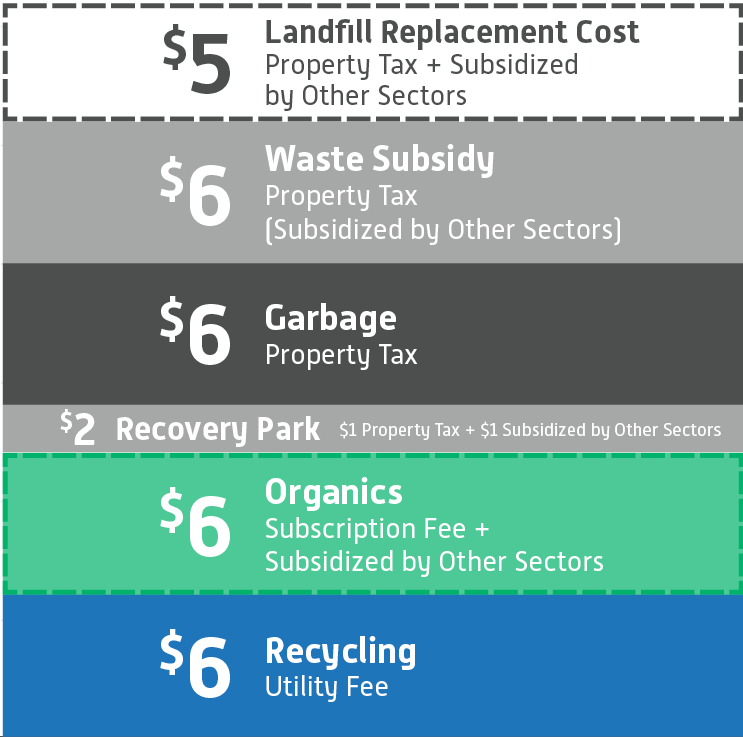
# Recommended Solution



# Property Tax and Fee Option for Waste Services

Cost/household/month  
based on \$371,000 average  
assessed value

Requires  
2% Property Tax  
Increase to Address  
Current Annual Funding  
Shortfalls plus 1.8% for  
Landfill Replacement

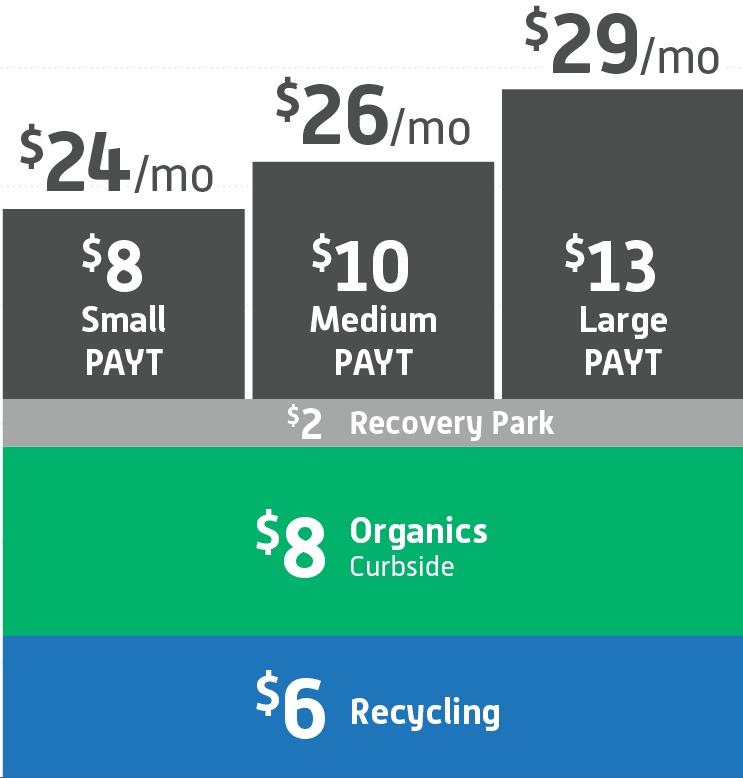


**\$31**/mo  
*Estimates only.*

Property Tax and Fees Option (Year 1)

# Waste Utility Fee Option

*Does not reflect \$5.27 that would be removed from property tax on a \$371,000 average assessed value.*

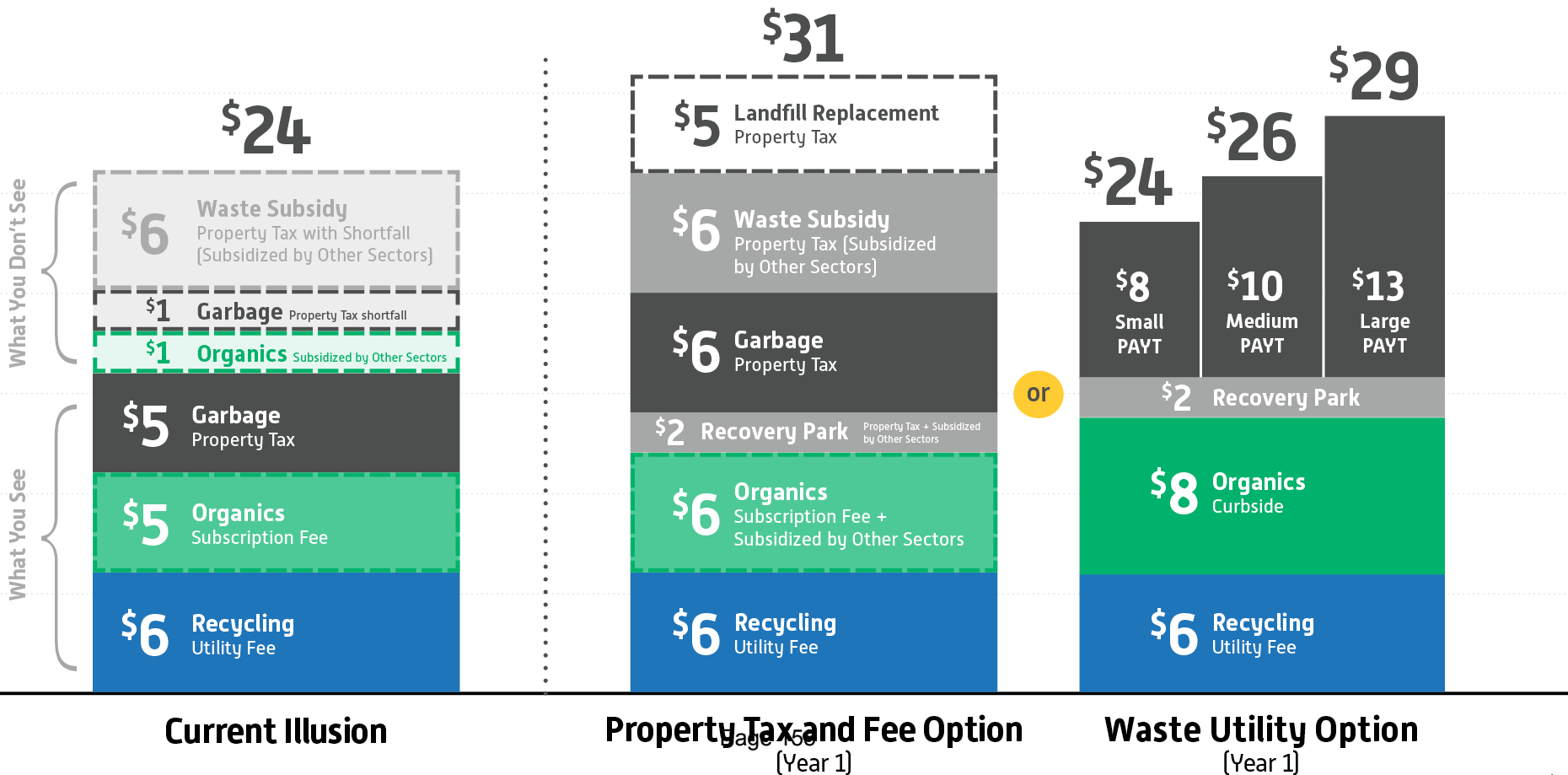


\*Final PAYT Rates to be set in 2019

*Estimates only.*

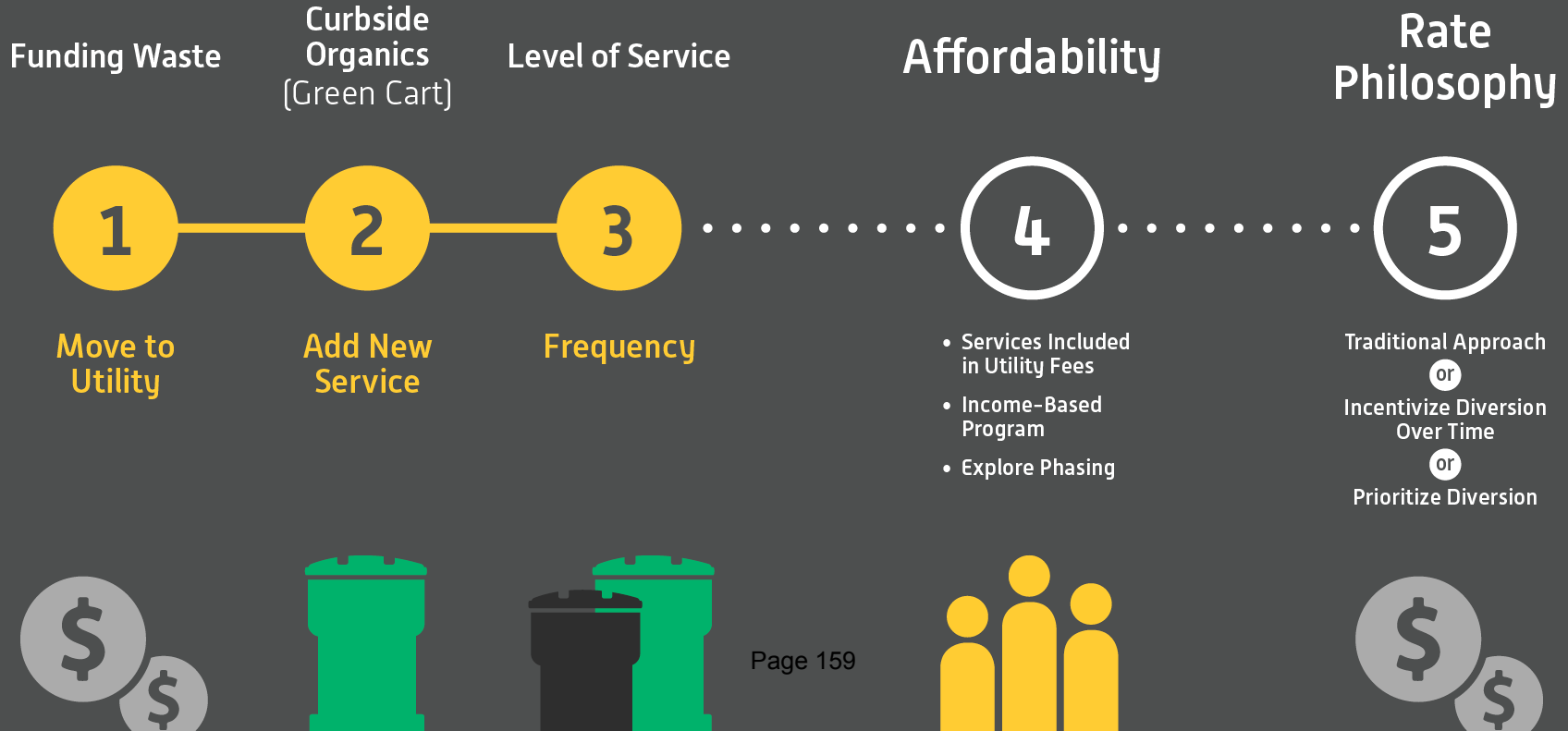
Waste Utility Option (Year 1) Recommended

# Funding Option Comparison for Future Waste Services (Per Month)



Estimates only.

# Next Decisions





## Affordability

### Principles

1. Lowest cost utility is most affordable
2. Low income residents in multi-family dwellings should be considered  
(some double pay for waste)

### Opportunities

1. Make Recovery Park Tax-funded  
[\$2.00/month utility reduction 0.5% property tax]
2. Move compost depots to property tax funding
3. Set an affordability ceiling for the small cart.



## 5 Rate Philosophy Principles

### Cost Recovery

1. Administratively simple [duplicate other utilities]
2. Spreads out costs regardless of bin size

or

### Encourage Diversion

1. Can be implemented quickly or over the long term
2. Encouraging diversion has a life cycle cost benefit
3. A polluter pay model

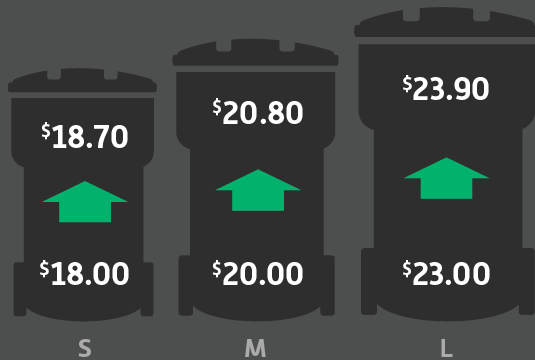


# 5

## Rate Philosophy

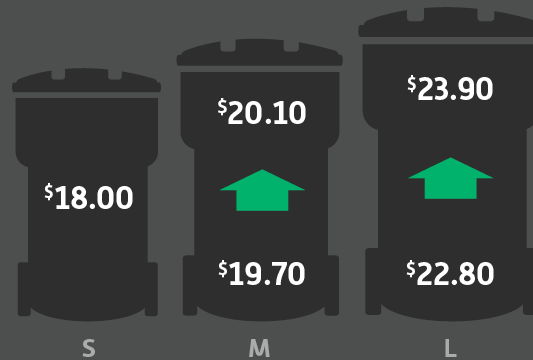
### Option #1

Traditional Approach



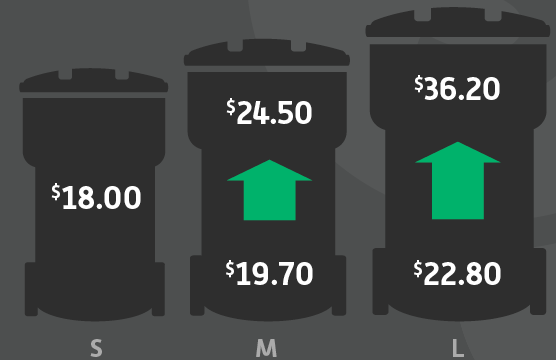
### Option #2

Small Bin Affordability Ceiling +  
Phased Waste Diversion Incentive



### Option #3

Phased Waste Diversion Rate Structure  
Over Short-Term



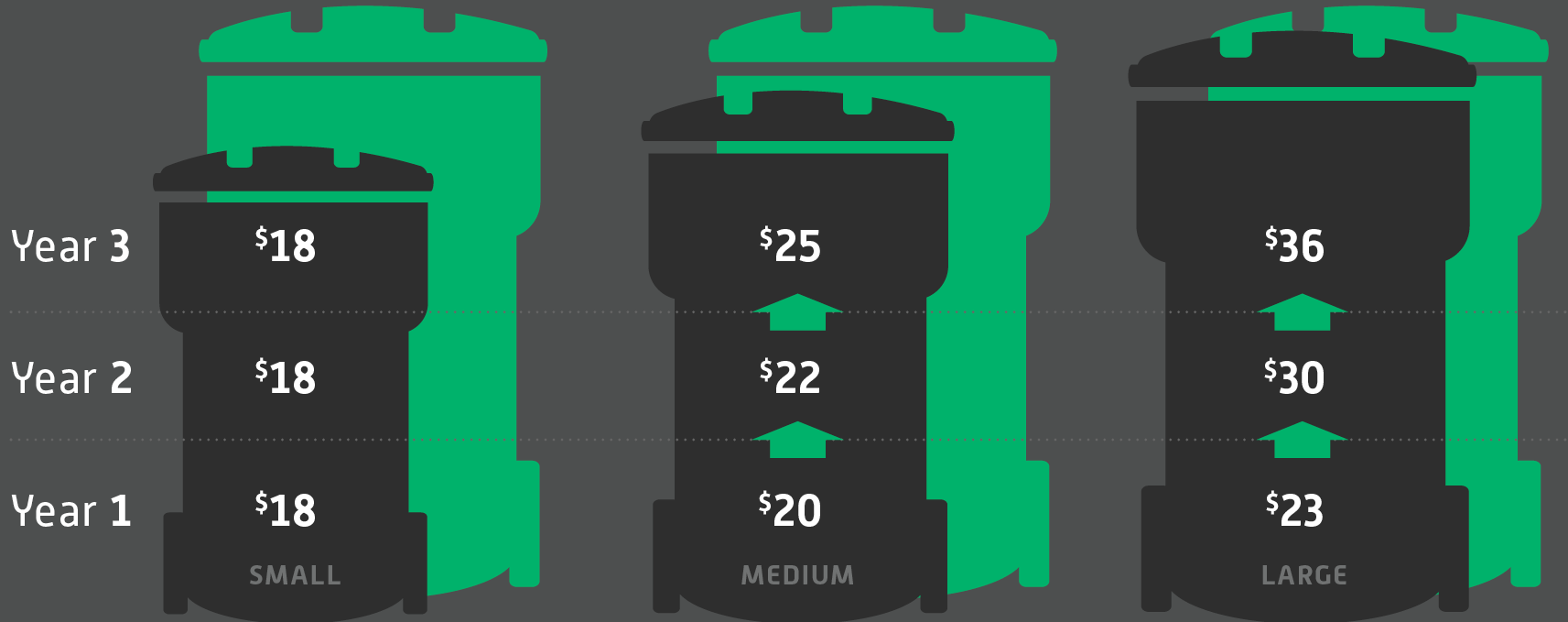
Dollar values exclude \$6.00/month recycling fee

# 5

## Rate Philosophy

### Recommended Rate Structure: Option 3

Phased Waste Diversion Rates Over Short-Term



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Excludes \$6.00/month recycling fee

Figures rounded.

# Why the Recommendations Make sense

Solves many of the problems identified:

## **Financially or Environmentally Sustainable**

- Underfunded/Funding Gap (\$5-10M/year)
  - Reserves used to stabilize against shortfall
- Reduces life of the landfill (63 to 40 years)
- Significant costs to replace the landfill (\$120M)
- Will not reach 70% diversion rate by 2023

## **Fair**

- Property owners who do not receive curbside waste service are subsidizing the cost for others

# QUESTIONS





## Waste Management Levels of Service

Curbside Organics and Pay as You Throw Waste Utility Report



Ability-to-Pay Considerations  
for an Expanded Curbside  
Waste Utility Report



Unified Waste Utility  
Utility Rate Setting  
Philosophy Report

### Funding Waste

1

Property Tax

or

Move to Utility



Recommendation #2

### Curbside Organics [Green Cart]

2

Add New Service

or

Don't



Recommendation #2

### Level of Service

3

Frequency

- Weekly
- Bi-Weekly
- Seasonal Weekly



Recommendation #1

### Affordability

4

- Services Included in Utility Fees
- Income-Based Program
- Explore Phasing

### Rate Philosophy

5

- Traditional Approach
- or
- Incentivize Diversion  
Over Time
- or
- Prioritize Diversion

Recommendation #3 – Capital Funding

Recommendation #4 – Compost Depots Level of Service

Recommendation #5 – Green Cart Subscription Program Season

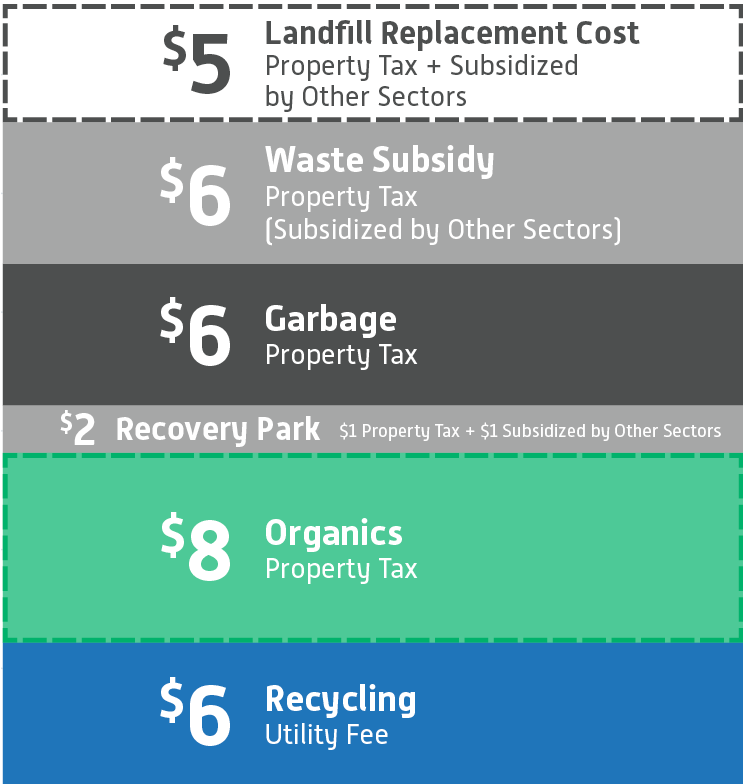
Page 166



Property Tax and Fee Option for Waste Services with City-Wide Organics

Cost/household/month  
based on \$371,000 average  
assessed value

Requires  
2% Property Tax  
Increase to Address  
Current Annual Funding  
Shortfalls plus 1.8% for  
Landfill Replacement



**\$33**/mo  
*Estimates only.*

Property Tax and Fees Option (Year 1)

**From:** [City Council](#)  
**To:** [City Council](#)  
**Subject:** Form submission from: Write a Letter to Council  
**Date:** Monday, October 22, 2018 1:06:42 PM

---

Submitted on Monday, October 22, 2018 - 13:06  
Submitted by anonymous user: 70.64.19.224  
Submitted values are:

Date: Monday, October 22, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Carol  
Last Name: Schmidt  
Email: [REDACTED]  
Address: [REDACTED] Whiteshore Cres  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: [REDACTED]  
Name of the organization or agency you are representing (if applicable):  
Subject: Charging for garbage collection  
Meeting (if known):

Comments:

Councillors,

I have been hearing a lot in the media and wanted to comment that I find it unacceptable that Council is considering charging for garbage collection by weight/bag, given that the City is unable to offer a complete recycling program. This is the 5th Canadian city I have lived in and I have also lived in Germany, Austria and Switzerland. Charging for garbage by bag/bin size can be found in Europe, BUT ONLY where there is a full recycling program in place to capture all plastics/metals/batteries, etc.

Currently, Saskatoon citizens are unable to recycle all of their non-compostable garbage. Moreover, I find it absurd that we are so worried about compost items that decompose at the landfill anyway? This is a nice to have, not a need to have in my view. If people want to pay for green bins, this is an optional fee for service in my view.

However, as a taxpayer, I am not willing to pay for this proposed change to waste collection, which I doubt many (any?) citizens have requested. This 'service' seems aimed at actually providing less 'service' for more tax money! More pressing for our city and our environment is the diversion of non-compostable garbage from our landfill. I can't be the only ratepayer who sees this clearly. If I were a councilman/woman wanting to be re-elected, I would focus on capturing all recyclable materials and not inconvenience a lot of the population for the interests of a few.

You have so far left a ridiculous legacy of actions that are very out of touch with the populace (read: charging for garbage, compost bins, bike lanes, firepits). Please don't create issues where they don't exist and work on Saskatoon's solving real ones (read: econ growth, road signage, traffic, leisure facilities/programs, tourism).

I voted for this administration. I didn't vote to re-elect Atch and am only now coming to appreciate the true legacy he and his administration left with the success of the Remai, River Landing, Belsher Place, the new bridges and overpasses, et al. These are the sorts of things that make the city livable for citizens and attractive to visitors and prospective investors/migrants. Please stop riding on Atch's coat tails, stop fiddling at the periphery and work on core issues-deal with the rail issues, an LRT or express transit lanes for buses/HMV. Please!

Regards,  
Carol Schmidt

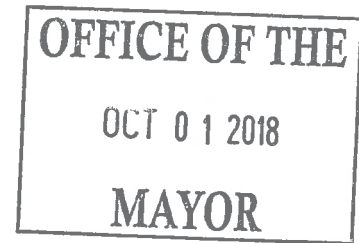
P.O. Box 100  
Bradwell, Sask. S0K 0P0  
Telephone: (306) 257-3344  
Fax: (306) 257-3303  
e-mail: rm343@sasktel.net



18-159  
REEVE  
Daniel Greschuk  
ADMINISTRATOR  
R. Doran Scott

September 26, 2018

City of Saskatoon  
Attn: Mayor Charlie Clark  
222 – 3<sup>rd</sup> Ave, North  
Saskatoon, Sask. S7K 0J5



Your Worship:

Re: Changes to the City of Saskatoon

Garbage Disposal Methods

The Council of the R. M of Blucher No. 343 has instructed me to contact you to express our concerns over some of the proposed changes that may be made to the City of Saskatoon's garbage collection process. The R. M. of Blucher's western boundary is only fifteen kilometers from Boychuck Drive and nine kilometers from McOrmand Road. While our close proximity to Saskatoon results in a mutually beneficial relationship, it also presents many challenges.

One of these challenges is that we consistently find garbage and refuse on our right-of-ways. While we know that City of Saskatoon residents are not responsible for all of the waste deposited on our roadways, we do know for certain that it is a significant amount. This is because we regularly find letter mail addressed to Saskatoon addresses while cleaning up and searching through the trash in order to pursue charges with the RCMP.

From media releases and interviews we surmise that the City of Saskatoon is moving to minimize the amount of waste that goes to its landfill. While this is certainly a laudable goal, we are concerned that the increased costs, smaller bin sizes, and fewer materials being allowed in recycling bins may cause city residents to look to dispose of their garbage by other means.

We ask that you and your fellow Councillors undertake a very careful and thorough review of Saskatoon's garbage and recycling practices. We also ask that you consider potential impacts to adjacent municipalities as well as those upon your own residents.

In Closing,

R. Doran Scott, R.M.A.

R.D.S./c.j.



— City of —  
**Saskatoon**

## OFFICE OF THE MAYOR

October 30, 2018

R. Doran Scott, R.M.A.  
Rural Municipality of Blucher  
PO Box 100  
Bladwell SK S0K 0P0

Dear Mr. Scott,

Thank you for your recent letter regarding the proposed changes to the City of Saskatoon's garbage disposal program. Council understands that these changes may also affect the surrounding communities and we are approaching them with a lot of thought and care.

That said, I am forwarding your letter to the City Clerk's Office to place on the appropriate Standing Policy Committee's agenda for their information and discussion.

Sincerely,

  
**Charlie Clark**  
Mayor

cc: City Clerk's Office

## Bryant, Shellie (Clerks)

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**From:** City Council  
**Sent:** November 16, 2018 9:45 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Friday, November 16, 2018 - 09:44  
Submitted by anonymous user: 69.11.47.85  
Submitted values are:

Date: Friday, November 16, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Angie  
Last Name: Bugg  
Email: [REDACTED]  
Address: [REDACTED] Albert Ave  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7N [REDACTED]  
Name of the organization or agency you are representing (if applicable): Saskatoon Environmental Advisory Committee  
Subject: Waste Management Levels of Service, and Low Emissions Community  
Meeting (if known): Council Nov 19  
Comments:  
SEAC would like to speak at the Council meeting on the two topics listed. We can get up to speak on each topic, or could make all our points while speaking once.

SEAC has three points to make to Council on items in the Nov 19 agenda: (6.1.1 Waste Management Levels of Service, and 9.3.1 Recommendations Report for a Low Emissions Community).

1. As you know, SEAC strongly supports PAYT as an incentive for people to recycle and compost more.
2. Attached to the Low Emissions Community report, is a letter from SEAC, and a report from a consultant we hired, providing comment on Administrations work.
  - a. SEAC supports continued work on this plan.
  - b. While much work remains on the Plan, Saskatoon can proceed with the important projects currently underway, and could undertake many of the actions shown in Appendix C (Quickest Payback and Lowest Investment per Tonne).
  - c. SEAC, recommends that the GHG implications of BRT, AAA cycling network, retrofitting city buildings, and other actions that are under consideration be considered as a paramount factor in council decisions.
  - d. Because there are many areas where the City has limited or no control, Saskatoon needs to actively work with Provincial and Federal governments to ensure that they also are enacting policies, regulations, and incentives that reduce greenhouse gas emissions.

e. The measures listed in the Plan will require significant capital and operating dollars to enact. The City will need to assess the funding and decision-making mechanisms it has available. Please see SEAC's communication "Capital Decisions When Considering Environmental Issues" (Item 6.1.2 at 6 November SPC on EUCS meeting) in regards to this matter.

3. SEAC supports the approval of \$150,000 (including 1 FTE) for inclusion in the 2019 Business Plan and Budget to move forward with the actions in the Low Emissions Community report.

Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/266753>

**PUBLIC RESOLUTION  
REGULAR BUSINESS MEETING OF CITY COUNCIL**

**Main Category:     6.     UNFINISHED BUSINESS**

**Sub-Category:     6.3.2   Ability-to-Pay Considerations for an Expanded Curbside  
Waste Utility [CK. 7830-1]**

**Date:                October 22, 2018**

*Any material considered at the meeting regarding this item is appended to this  
resolution package.*

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Report of the City Clerk:

"City Council DEFERRED consideration of the following motion to the October 22, 2018 meeting of City Council.

1. That the guiding principles outlined in the September 10, 2018 report of the A/General Manager, Corporate Performance set the framework and future rates of the Unified Waste Utility; and
2. That the following collective benefit services remain funded by property taxes and not be funded by the new waste utility: Recovery Park, City-wide organics and recycling depots, Household Hazardous Waste programs, and administration, waste diversion planning, general education/enforcement, monitoring and reporting that benefits all programs."

**Moved By:** Councillor Block

**Seconded By:** Councillor Gough

That consideration of the September 24, 2018 motions be further deferred to the November 19, 2018 meeting of City Council.

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

**CARRIED UNANIMOUSLY**





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

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### **Ability-to-Pay Considerations for an Expanded Curbside Waste Utility**

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

That the guiding principles outlined in the September 10, 2018 report of the A/General Manager, Corporate Performance set the framework and future rates of the Unified Waste Utility.

#### **History**

At the September 10, 2018 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the A/General Manager, Corporate Performance dated September 10, 2018 was considered.

#### **Attachment**

September 11, 2018 report of the A/General Manager, Corporate Performance.

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## Ability-to-Pay Considerations for an Expanded Curbside Waste Utility

### Recommendation

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

That the guiding principles outlined in this report set the framework and future rates of the Unified Waste Utility.

### Topic and Purpose

The purpose of this report is to explore how affordable the expanded Curbside Waste Utility is for Saskatoon residents. The report will identify mitigations to make it more affordable if necessary and review which programs and services should continue to be property tax funded and which should be part of the expanded utility.

### Report Highlights

1. Bi-weekly collection of organics, recycling, and garbage results in a relatively affordable curbside waste management program as compared to other cities, and when looked at as a portion of income (including low income households).
2. Assistance programs for low income families, seniors, and people with disabilities are common, however, these are typically aimed at reducing costs of the overall utility bundle not just waste.
3. Public goods, or goods that provide benefits to a larger group of individuals than those directly receiving the service, include recycling and composting depots, and Recovery Park. These are better suited to be funded through property taxes which also results in a more affordable program for curbside households.

### Strategic Goals

The information in this report supports the strategic goal of Environmental Leadership to eliminate the need for a new landfill reducing and/or diverting waste through city-wide composting and recycling, as well as the strategic goal of Asset and Financial Management by ensuring that services provided are aligned with what citizens expect and are able to pay.

### Background

City Council, at its meeting held on February 27, 2017, considered the Waste Management Master Plan – State of Waste report; and resolved, in part:

- “2. That the values to be used in preparing options for a new Waste Management business model, including the ability to pay in terms of future cost allocations for fairness and equity, be approved.”

City Council, at its meeting held on August 28, 2017, considered the Waste Utility Design Options report that included considerations on program affordability, including an attachment titled Solid Waste Pricing and Affordability.

### **Report**

#### Affordability of the Expanded Curbside Waste Utility and new Organics Programs

Responsiveness to resident's ability-to-pay is among the values established for the design of the expanded waste utility. While property taxes allocated for curbside residential waste services will be reduced as a result of a new utility fee, the net cost paid by each resident will increase. This is a result of removal of the subsidization of residential solid waste costs by the commercial sector in addition to the need to address the existing funding gap. In addition to this are the costs for a new organics program as well as additional administration, education, and enforcement required for successful implementation.

Households pay property taxes based on their property assessment value, while utility fees are based on waste generation. Attachment 1, Analyzing and Addressing Solid Waste Affordability Concerns, shows how the cost of waste impacts residents with various incomes whether funded through property taxes or through utility fees. The residential portion of these costs would range from \$3.80 to \$11.85 per household per month, based on the assumptions provided by the Waste Management Levels of Service (LOS) – Curbside Organics and Waste Utility report (LOS Report). The LOS Report indicates that under a utility, full-cost-recovery rates for bins have been modelled to cost \$20 for a mid-size bin. The analysis illustrates that affordability of waste services is not a significant issue in Saskatoon under both the tax-funded and utility-funded scenarios. (Note that in both cases, recycling is not included as it is already a utility. The effect of adding current recycling fees to the modelled costs adds approximately \$6.)

The cost of waste as a proportion of median household income is calculated in Attachment 1. If funded through a utility, the proportion would range from 0.34% to 0.66%. This indicates an affordable range as it is well below the acceptable "energy burden" commonly accepted as 6%. Even with the addition of recycling utility fees, looking at waste independently of other utility costs such as energy and water is not significant and does not provide a full understanding of ability-to-pay as these other utility costs are a much higher portion of the utility bundle. The Transition 2050 Equity in Energy Transition Funding Opportunity report that went to Standing Policy Committee on Environment, Utilities & Corporate Services on August 13, 2018, indicated that Saskatoon has a high incidence of energy poverty.

#### Benchmarking with other Cities

Waste utility fees in Saskatoon were compared to other cities across Canada, these are shown in Attachment 2, Utility Charges for Waste Services in Canadian Municipalities in 2018. Saskatoon is within a comparable range to other cities with similar programs.

### Assistance programs for waste services and other utilities

Attachment 3, Types of Assistance Programs, outlines a number of assistance programs that keep utilities affordable for low-income families, seniors, and people with disabilities by keeping utility bundles below an identified threshold. It has been found that keeping costs within an affordable range, as well as keeping fees consistent month-to-month, can assist in ensuring that bills are paid.

The City of Saskatoon (City) offers a number of programs aimed at low income residents including subsidized bus passes, leisure passes, pet licensing, and lead pipe replacements as well as the Senior Property Tax Deferral program. These programs are also described in Attachment 3.

### Funding of Public and Private Goods to Meet Ability-to-Pay Outcomes

Some of the complexities of developing a sustainable and equitable funding model that meet the environmental, financial, and social values set by Council are explored in a concurrent report called Unified Waste Utility – Utility Rate Setting Philosophy. A bin at a subsidized rate can meet both diversion and ability-to-pay goals.

Differentiating goods and services as either public or private goods helps to ensure equitable and sustainable funding. User pay models are suitable for private goods (ex. water, electricity, waste water) while public goods provide a greater benefit and are typically funded through property taxes (ex. street lighting, fire and police services). Characteristics of public and private goods are provided in the table below:

<b>Public Good</b>	<b>Private Good</b>
Benefits a larger group of individuals than those directly receiving the service.	Directly benefits the individual receiving the service.
Difficult to exclude individuals from benefiting from a service.	Ability to exclude a person from benefiting from the service.
One person's consumption does not reduce another person's ability to use the service.	One person's consumption reduces another person's ability to use the service.

Curbside collection of waste is well suited for utility-type funding as it provides a direct benefit to the user. For this reason, it is recommended that the costs for collection and processing of garbage, organics, and recycling be included as a utility fee. Other waste-related services exhibit public good characteristics, and are more suitable for funding through property taxes, these include:

- Recycling depots,
- Compost depots,
- Recovery Park,
- Hazardous waste drop-off days (or other programs that replace this), and
- Administration, waste diversion planning, general education/enforcement, monitoring and reporting that benefits all programs.

If rates are set using the considerations in this report, further mitigation for low-income families does not seem necessary as costs are being kept as low as possible, especially if discounted rates are available for lower waste generation.

### **Options to the Recommendation**

One option that could be considered is to apply a discount for waste services for low income cut-off (LICO) households. Additional program development and research will be required to identify criteria and the application process, as well there will be on-going administration of the program once developed. Attachment 3 outlines other City programs that use LICO that could be aligned with for administrative purposes.

The City could also expand its property tax deferral system to apply to all low income residents (not just seniors) which may help them address any potential cost increases associated with waste programs. Additional work is required to identify resources required to expand this program.

While discounting the cost of the smallest bin can help meet both waste diversion and affordability goals if needed, discounting rates of larger bins may be counter-productive as it removes the incentive for reducing and diverting waste; for this reason, this option is not recommended.

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

During engagement, many residents expressed concern over rising costs. In the survey, the second highest concern about pay-as-you-throw (PAYT) was that it would be “double dipping” or a “tax grab”. While it was noted that PAYT would provide many with the ability to control costs, concerns were expressed over program affordability for those on a fixed or low income, seniors, persons with disabilities, and students. The issue of program fairness and affordability was raised during engagement for those that may produce extra waste, such as large families, medical waste, diapers, home based businesses and day homes, as well as for those that may produce less waste such as home composters, smaller households and seasonal residents.

### **Communication Plan**

The changes to curbside waste management programs will require extensive communications and education. These will be developed through the next phases of planning and implementation, with reports and updates provided to the Standing Policy Committee on Environment, Utilities and Corporate Services. On-going communications, including social media posts, Public Service Announcements, and media outreach will be used throughout planning and implementation.

Key messaging has not been finalized, but certain topics have been identified as important to the program’s success that relate to affordability. These include: program costs, how a switch from property taxes to a utility would look (and the associated lack of double-dipping), and education on organics and how to divert waste in order to use the smallest PAYT bin.

### **Policy Implications**

No policy implications have been identified for the recommendation. Policy implications would result if some of the options are adopted.

### **Financial Implications**

Financial implications for residents of varying income levels before and after a switch to a utility is outlined in Attachment 1, based on recommended service levels and cost ranges from the LOS Report.

Borrowing for Recovery Park is currently included in the indicative rates of the new service level, at a total cost of \$12.79M, or \$1.5M each year (amortized over 10 years). This would result in a 0.64% impact on the mill rate. Removing Recovery Park from the curbside utility fees would result in an approximate \$2.00 reduction per household per month.

Multi-Material Stewardship Western (MMSW) provides funds to municipalities in Saskatchewan for the collection of recyclables; funding from MMSW will increase on January 1, 2019 from \$11.75 per household to \$25.75. This increase alleviates the current requirement for \$428,000 to be included in the landfill operations budget to cover the utility funding shortfall generated by the Compost Depot Program. The long-term operating funding for compost depots on the mill-rate can be considered, along with other implications this funding increase may have, when making future recommendations related to funding waste management services and utility rate setting. A follow up report will be provided in November 2018 once full details of the new announcement are available.

### **Environmental Implications**

As has been previously reported, the introduction of an organics program and PAYT waste utility will result in additional diversion from our landfill which has positive environmental impacts including reduced use of landfill air space, reduction of greenhouse gas emissions from the degradation of organics and plastics in the landfill, reduced use of raw resources, reduced leachate from the landfill, and improved soil and ecosystems from the use of compost.

### **Other Considerations/Implications**

There are no privacy, Safety/Crime Prevention through Environmental Design (CPTED), or other considerations.

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

The Administration will report on the Business Plan and Budget implications of the new program to Budget and Business Planning deliberations in November 2018, including an update on MMSW funding implications. The Administration will also report back in Q2 2019 on a detailed implementation plan for the Curbside Organics Program and PAYT waste utility.

### **Public Notice**

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

### **Attachments**

1. Analyzing and Addressing Solid Waste Affordability Concerns
2. Utility Charges for Waste Services in Canadian Municipalities in 2018
3. Types of Assistance Programs

### **Report Approval**

Written by: Amber Weckworth, Manager of Education and Environmental Performance  
Mike Jordan, Director of Government Relations

Reviewed by: Brenda Wallace, Director of Environmental and Corporate Initiatives  
Russ Munro, Director of Water & Waste Stream

Approved by: Dan Willems, A/General Manager, Corporate Performance Dept.

Admin Report - Ability-to-Pay Considerations for an Expanded Curbside Waste Utility.docx

## Analyzing and Addressing Solid Waste Affordability Concerns

### 1. Introduction

The City of Saskatoon (City) is recommending changes to the way in which it delivers and pays for solid waste collection and disposal. The need for reforms are critical as solid waste services are neither financially sustainable nor environmentally sustainable under the status quo. In order to address these two critical issues, the City is recommending the implementation of a Pay as you Throw (PAYT) Utility to deliver solid waste services.

Research shows that properly designed PAYT models or programs have the ability to elicit greater waste diversion in the communities where they have been implemented. Central to the PAYT model is a user-pay mechanism, which helps to incentivize behavioral changes in the way households (and others) dispose of waste from consuming consumer goods. Properly designed PAYT programs charge households a variable rate fee, based on cart size, to help incentivize better waste diversion practices. This, combined with a mandatory recycling and organics program have proven to be very successful in increasing waste diversion rates across North America. Despite the environmental (and financial) benefits of the PAYT approach, some cities are reluctant to move in this direction because of alleged “affordability” issues. In such cases, solid waste services are traditionally funded by the property tax base, where major subsidization of the service occurs and users do not pay the full costs. For example, non-residential property taxes pay for solid waste services, but non-residential properties receive very little, if any, of the service. In effect, they are subsidizing the costs—in Saskatoon’s case about 31%--to residential properties. This violates the principle of benefits “equity” in that those who pay for the service do not receive it.

In transitioning to a PAYT model, concerns are often raised around the concept of “ability to pay”. In the public finance discipline, ability to pay is a principle of equity or fairness about the tax system, not a user-pay system. It has two dimensions—vertical and horizontal—that attempt to be satisfied. Here, one objective is to re-distribute income through progressive taxation from those with greater ability to pay to those with lesser ability to pay. But using solid waste services, which have private good characteristics, to achieve this is the wrong approach.

Solid waste also generates a negative externality, known as pollution. Paying for waste through general taxation suggests that the societal cost of pollution is essentially \$0. However, because the deposit of waste in a landfill causes environmental harm the value of that harm should be included as part of the marginal cost of waste disposal. This means that putting a price on solid waste incentivizes users to reduce the societal costs.

Little research has been done on the affordability of waste services, while the full energy burden which often includes electricity, water and waste services, has been much

studied<sup>1234</sup>. One study<sup>1</sup> reported that a household can afford to spend about 30% of income on shelter costs with the observation that about 20% of shelter costs are used for energy and utility bills; the affordable residential energy burden is thus 6% of income. This study also identified 11% percent as a high energy burden. A study<sup>2</sup> from Manitoba showed that more than 80% of households with a net energy/utility burden below 3% covered 100% or more of their annual bill. Less than 60% of households with a net energy/utility burden at or above 8% covered 100% of their annual bill.

The purpose of this document is to address perceived affordability concerns as they relate to solid waste services. The research finds that regardless of the model, solid waste services consume a negligible portion of after-tax household incomes.

## **2. Approach and Methodology**

To analyze affordability issues relating to utilities we use the “conventional method” whereby we analyze existing and potential costs relative to median household incomes.

Our approach expands on the conventional method and measures affordability relative to inflation adjusted after-tax median household incomes. We use median after-tax household income as a proxy because this better represents the disposable income of households and government transfers to persons. Income data is adjusted to 2017 dollars. Moreover, we obtained median household income data by neighbourhood from the 2016 Census (2015 data).

Because solid waste services are largely funded by the property tax base, we compiled property assessment data for Saskatoon. Property assessment values are used to apply tax rates to determine annual or monthly property taxes. In this case, we use median assessed property values by neighbourhood for detached single family homes. The median assessed value for single family detached homes in Saskatoon is \$354,625 in 2018, while the after-tax median household income was \$70,742 in 2017 dollars.

In order to show a relationship between the two variables, we determine if there is a statistically significant correlation between median assessed values and median household incomes. As expected, the data reveals a statistically significant positive correlation between the two variables, as illustrated Chart 2.1.

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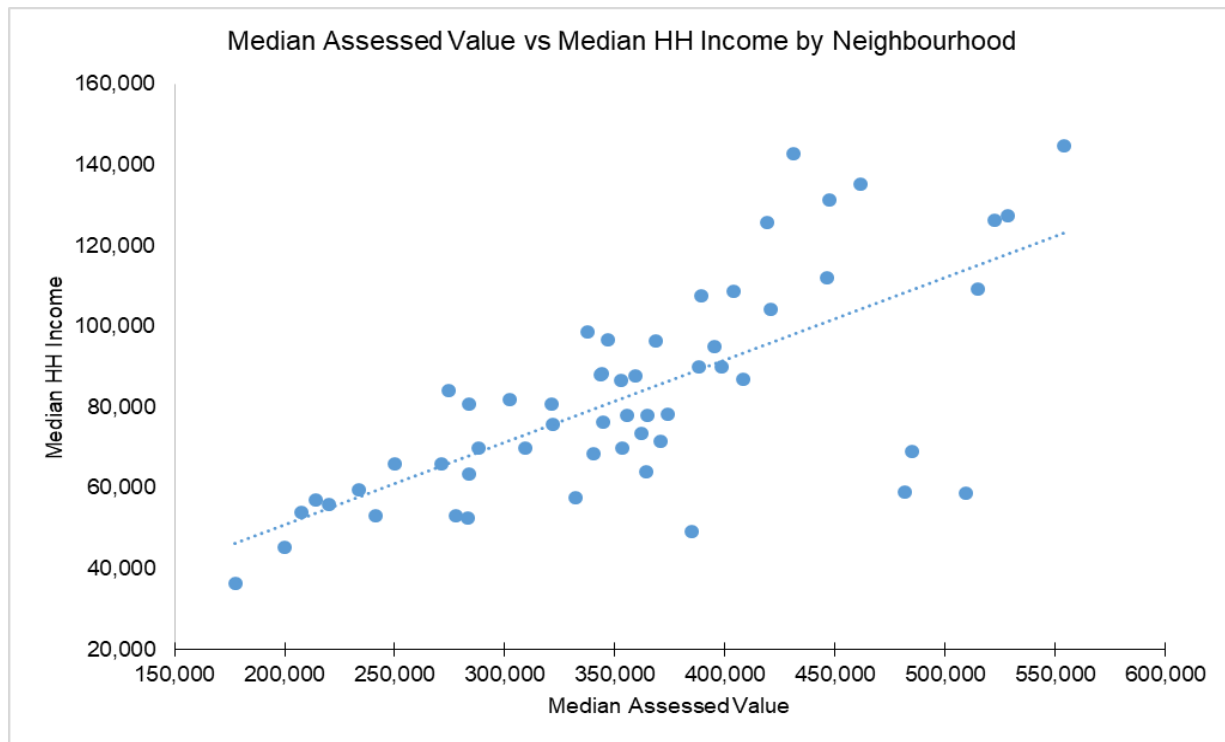
<sup>1</sup>Ratepayer-Funded Low-Income Energy Programs: Performance and Possibilities.  
<http://www.appriseinc.org/reports/NLIEC%20Multi-Sponsor%20Study.pdf>

<sup>2</sup>Home Energy Affordability in Manitoba: A Low-income Affordability Program for Manitoba Hydro.  
<http://www.fsconline.com/downloads/Papers/2010%2011%20Manitoba%20Hydro.pdf>

<sup>3</sup><http://www.synapse-energy.com/sites/default/files/Low-Income-Assistance-Strategy-Review-14-111.pdf>

<sup>4</sup><https://www.fraserinstitute.org/sites/default/files/energy-costs-and-canadian-households.pdf>

**Chart 2.1**



Subsequently, we applied existing 2018 residential property tax rates to the median assessed values to determine total residential property taxes by neighbourhood. This is done to establish a baseline for which to apply tax funded or utility funded waste services. The median residential property taxes for single family homes in 2018 are \$2,160. It should be noted that the Curbside Recycling Program, which is currently funded through a flat rate utility fee, is not included in the analysis.

Next, we analyze the City's tax-supported waste budget to determine the overall share of solid waste services. According to the 2018 Budget, solid waste services are about 3.4% of the total tax supported budget, or \$7.7 million. Single family residential properties represent 52% of the budget while non-residential properties represent 31% of the budget. The remainder are represented by multi-family residential and condominiums.

We then account for any proposed tax policy changes for 2019. The Administration is proposing an indicative total property tax rate increase of between 4 and 4.5% for 2019. We use the lower bound 4% for the analysis to show what potential tax increases would be if it included an expanded and fully funded waste program.

We then apply the expanded waste services program to a tax funded model and utility funded model. A tax funded model assumes a 48% subsidization rate (from non-residential and multi-unit tax payers) while a utility model assumes a 0% subsidization rate. In other words, under a utility model, single family households pay for the full cost of the service.

For the tax model, we assume a total City tax increase of 8.9% for 2019. This includes the 4.0% indicative tax rate and the 4.9% needed to deliver the recommended service level for solid waste, if property tax funded.

Under a utility model, we assume a 3.5% property tax reduction. This results in a net tax increase of 0.5% for 2019, when factoring in the indicative property tax rate increase and the indicative benchmark rate for a waste utility, which project full-cost-recovery at \$20/month.

As a result, the analysis models the potential affordability effects against the benchmark price of \$20 per month. The affordability analysis is limited by the fact that variable price ranges have not been established. Thus, they are excluded from the analysis. Once those ranges are established, a subsequent analysis can be conducted.

## Analysis & Findings

### 3.1 Status Quo

If an organics program is not implemented and the current level of service for waste management continues, tax funded solid waste services costs would range from \$3.00 per month to \$9.50 per month as shown in Table 3.1.1. This includes subsidization from the non-residential sector.

The table also shows the range of costs for single family dwellings based on median assessed values by neighbourhood. With the current subsidization, median household costs for residential waste services are estimated to be \$3.15 per month, with lower and upper ranges of \$1.60 to \$4.90 per month.

**Table 3.1.1: 2018 City taxes allocated to waste, by Median Assessed value**

	<b>City Taxes Paid Annually</b>	<b>Total Annual Waste portion</b>	<b>Total Monthly Waste Portion</b>	<b>Residential Waste Portion - annual subsidized</b>	<b>Residential Waste Portion - monthly subsidized</b>
<b>Median Cost</b>	\$2,160.30	\$72.80	\$6.07	\$37.81	\$3.15
<b>Lower Range</b>	\$1,081.29	\$36.44	\$3.04	\$18.92	\$1.58
<b>Upper Range</b>	\$3,373.64	\$113.69	\$9.47	\$59.04	\$4.92

In terms of affordability, waste services are very small as a proportion of after-tax median household incomes. Table 3.1.2 shows the share of total city property taxes and solid waste services relative to after-tax median household incomes.

**Table 3.1.2: 2018 Property taxes, including subsidized residential waste portion, Share of median after-tax household income by neighbourhood.**

	2018 City Taxes (%)	Total Waste (%)	Residential Waste (%)
Median	3.05	0.10	0.05
Lower Range	2.17	0.07	0.04
Upper Range	5.60	0.19	0.10

As the table shows, total property taxes with waste included (except organics) consume about 3% of after tax median household incomes. By contrast, the residential portion of solid waste relative to after tax -median household income ranges from 0.04% to 0.10%. The negligible cost for single family residential households is a result of the subsidization from other property classes.

The status quo analysis is simply to provide a baseline for which to consider the potential implications for an enhanced solid waste program. Next, the analysis reviews the implications of funding an expanded solid waste program through a tax-funded model.

### **3.2 Tax Funded Model**

The tax funded model assumes that the enhanced package of solid waste services will be funded through the existing property tax, which includes 48% subsidization rate to the single family residential sector (from non-residential and multi-unit residential). The analysis includes potential tax changes to the overall City budget and not simply the waste component. This provides a representation of the potential costs that households may face in 2019 from a property tax perspective.

As noted, this model assumes an 8.9% annual property tax rate increase in 2019. The effects of this potential tax change is shown in Table 3.2.1.

**Table 3.2.1: 2019 City taxes allocated to waste for varying income levels paid by residents, by median household neighbourhood income**

	2019 Annual Estimated Taxes	Change from 2018/month \$	Total Annual Waste (\$)	Total Monthly Waste (\$)	Residential Annual Waste Portion (\$)	2019 Monthly Residential Waste (\$)
Median Cost	\$2,352.57	\$16.02	\$175.03	\$14.59	\$91.04	\$7.59
Lower Range	\$1,177.53	\$8.02	\$87.61	\$7.30	\$45.57	\$3.80
Upper Range	\$3,673.89	\$25.02	\$273.34	\$22.78	\$142.18	\$11.85

Under the tax funded model, property taxes increase by a range of \$8 to \$25 per month, or by \$100 to \$300 per year. Tax-supported single family residential waste costs rise by a range of \$3.80 per month to \$11.85 per month.

In terms of affordability, waste services relative to after-tax median household incomes are still very small. Table 3.2.2 shows the total City property taxes and solid waste services as a share of after-tax median household incomes. Under this model, total property taxes would consume an estimated 3.3% of median after-tax household incomes. Conversely, the expanded service package of residential waste costs could potentially consume less than a quarter of one percent of annual median after-tax household incomes.

**Table 3.2.2: 2019 Property taxes, including subsidized residential waste portion, Share of after-tax median household income by neighbourhood**

	2019 City Taxes (%)	Total Waste (%)	Residential Waste (%)
Median Share	3.33	0.25	0.13
Lower Range	2.37	0.18	0.09
Upper Range	6.10	0.45	0.24

### 3.3 Utility Funded Model

The utility funded model is much different than the tax funded model. The concept is simple: those who receive the service pay for it. Unlike the tax funded model, where different property classes pay for the cost to deliver the service but do not receive the service, the property tax subsidy to residential properties is eliminated. That is, single family residential properties pay for the full cost of the service. Because of this, impacts to residential households will be higher in the short run.

Nonetheless, under this model most of the tax supported solid waste costs are to be transferred to the utility. As a result, there is an estimated property tax rate reduction of

3.5%. However, because the City is proposing a 4% overall tax increase, the net effect under this model would result in a 0.5% property tax increase in 2019.

Table 3.3.1 shows the cost per month for single family residential households by neighbourhood, it includes both the 0.5% increase in property taxes, as well as the proposed benchmark utility fee of \$20 per month.

**Table 3.3.1: 2019 Property Tax Increase plus Benchmark Utility Fee per month, per household**

	65 gl Bin
Median Cost	\$20.90
Lower Range	\$20.45
Upper Range	\$21.41

Table 3.3.2 compares the potential monthly cost increases per household between the tax-funded model and the utility model. The analysis includes both the 0.5% tax increase for 2019 and the proposed benchmark utility rate. As noted earlier, the analysis does not include recycling which is the same in both scenarios.

**Table 3.3.2: Comparison between Tax Funded Model and Utility-Funded Model (Benchmark Price) per household, per month.**

	Benchmark - 65 gl bin
Median Cost	\$13.31
Lower Range	\$9.56
Upper Range	\$16.65

Relative to the tax model, median single family residential waste costs would increase by an estimated \$13.00 per month. The increase is because subsidization from the non-residential and multi-family residential property classes are zero.

With respect to affordability, we again apply the same metrics relative to median after-tax household incomes. More specifically, the estimated share of property taxes and the waste utility as a share of income in 2019. Table 3.3.4 shows the effects of this using only the benchmark price for a mid-size bin.

**Table 3.3.4: 2019 Property Taxes and Waste Utility Costs as Share of Household Income (Benchmark Price)**

	2019 Taxes Share of Income (%)	Waste Utility as Share of Income (%)
Median Share	3.07	0.34
Lower Range	2.19	0.20
Upper Range	5.63	0.66

As illustrated in the table, in 2019 property taxes are estimated to consume between 2.2% and 5.6% of after-tax median household incomes. Under the proposed benchmark price, by contrast, potential solid waste costs as a share of after-tax median household incomes range from less than 0.34% to a high of 0.66%. Stated another way, 2019 estimated median property taxes per household consume about nine times greater share of income than a potential solid waste utility would.

The preceding analysis suggests that waste services are very affordable under a utility model. This does not downplay the impacts on very specific households or circumstances as a result of the removal of the subsidy, but the general conclusion is that affordability is not a concern relative to after-tax median household incomes.

However, affordability could be enhanced by a variable rate pricing scheme. Variable rate pricing not only incentives behaviour change, but properly designed, it has the potential to reduce household waste costs. If the variable price reflects the marginal cost of pollution (e.g., airspace), then those who use smaller bin sizes would see a

monthly cost reduction for solid waste, relative to the benchmark. Unfortunately, the analysis on the full affordability effects of solid waste pricing is lacking by this limitation.

## Utility Charges for Waste Services in Canadian Municipalities in 2018

### Vancouver, BC

Garbage and organic fees together range from \$16.92 to \$30.67 with no charge for recycling (Recycle BC provides and pays for recycling collection). Fees are based on the size of a customer's garbage bin. Green bin collection for food and yard waste has an additional charge which is also based on the size of the bin.

<b>Monthly Utility Fees</b>	<b>X-Small (75L)</b>	<b>Small (120L)</b>	<b>Medium (180L)</b>	<b>Large (240L)</b>	<b>Extra-large (360L)</b>
Garbage (biweekly)	\$7.00	\$8.00	\$9.50	\$10.91	\$13.75
Organics (Food/yard, weekly)	NA	\$9.92	\$11.67	\$13.42	\$16.91

<https://vancouver.ca/home-property-development/garbage-bins-and-green-bins.aspx>

### Burnaby, BC

Garbage fees together range from \$7.62 to \$12.33 with no charge for recycling (Recycle BC provides and pays for recycling collection). Fees are based on the size of a customer's garbage bin. Green bin collection for food and yard waste is provided at no extra charge.

<b>Monthly utility fees</b>	<b>75L</b>	<b>120L</b>	<b>180L</b>	<b>240L</b>	<b>360L</b>
Garbage (biweekly)		\$7.16	\$8.50	\$9.75	\$12.33

<https://www.burnaby.ca/City-Services/Garbage---Recycling/Single-Family-Collection---Schedule/Garbage-Disposal-Fees.html>

### Surrey, BC

An annual Waste Management Fee of \$287.00/year (\$23.91/month) is charged through property taxes for a standard level of service which includes biweekly garbage, biweekly recycling, and weekly organics. Customers can request extra carts or upgrade to a 360L cart for additional fees.

	<b>Base Fee</b> (included in Property Taxes)	<b>Additional Cart</b> 80L/120L	<b>Additional Cart</b> 180L/240L	<b>Replacement</b> (upgrade) to a 360L cart
<b>Monthly Fee</b>	\$23.91	\$11.83	\$23.58	\$11.83

<http://www.surrey.ca/city-services/4690.aspx>

### Red Deer, AB

A flat fee of \$21.72/month is charged to each single-family household for weekly garbage, recycling, and organics (including both food and yard waste) collection. Residents are allowed up to 3-100L bags of garbage, additional bags are \$1.00 each. Residents can request a second blue box for recycling at no charge and unlimited bags of yard waste.

<http://www.reddeer.ca/city-services/utility-billing-service-centre/customer-care/understanding-utility-rates/>

### Calgary, AB

The total monthly utility charge for garbage, recycling, and organics collection is \$19.70 but this is not full-cost recovery as there partial funding through property tax (City of Calgary has a phased plan to transition to a utility). Flat fees are charged for weekly organics collection (\$6.50/month per household); biweekly recycling (\$8.30/month per household) and an additional waste management charge of \$4.90/month. Food waste, yard waste, and pet waste is accepted in green carts.

<http://www.calgary.ca/UEP/WRS/Pages/Garbage-collection-information/Residential-services/Waste-Management-Charge.aspx>

<http://www.calgary.ca/UEP/WRS/Pages/Recycling-information/Residential-services/Green-cart/How-green-cart-program-works.aspx>

### Edmonton, AB

The City of Edmonton charges a flat utility fee of \$45.93/month per household for garbage and recycling collection. Organics and garbage are collected together in one bin and separated at the organics' facility.

[https://www.edmonton.ca/programs\\_services/garbage\\_waste/rates-fees.aspx](https://www.edmonton.ca/programs_services/garbage_waste/rates-fees.aspx)

### Lethbridge, AB

Residents pay a variable fee of \$19.17 or \$20.92 depending on the size of their garbage bin; the fee covers the cost of garbage, recycling, and other waste programs; there is no curbside organics program. There is a \$25.00 fee to change cart sizes. The cost of a replacement cart is \$100.00.

	<b>Reduced Size</b> 240L	<b>Extra Large</b> 360L	<b>Additional Cart</b>
<b>Monthly Fee</b>	\$19.17	\$20.92	\$8.75

<http://www.lethbridge.ca/living-here/Waste-Recycling/Pages/Waste-Collection-Rates.aspx>

### North Battleford, SK

A \$10.00/month per household flat fee is charged for biweekly garbage collection, and \$6.60 for biweekly recycling collection. There are no collections for organics. Each household receives one 360 L garbage cart, and one 360 L recycling cart.

[https://www.cityofnb.ca/mrws/filedriver/Monthly\\_Bill\\_Final.pdf](https://www.cityofnb.ca/mrws/filedriver/Monthly_Bill_Final.pdf)

### Warman, SK

The City of Warman offers curbside garbage and recycling collection at a monthly cost of \$14.55. The City also offers a curbside organics service provided by Loraas Organics. The program runs from May 1<sup>st</sup> through October 31<sup>st</sup>. A \$10.00/month (\$60.00 annually) per unit flat fee is charged for organics collection. Charges will be applied to the City of Warman Utility bill.

### Regina, SK

Garbage is charged through property taxes and was not available; recycling is funded through a flat utility fee of \$7.75/month per household. Recyclables are collected bi-weekly in a 360L cart. Garbage is collected weekly in a 240L or 360L cart size (no variable pricing).

<https://www.regina.ca/residents/water-sewer/your-water-account/water-bills/utility-rates/>

On June 25, 2018, City Council approved an annual biweekly curbside garbage collection schedule from the start of November to the end of March, with a return to a weekly schedule for a three-week period extending from the end of December to the beginning of January.

With the continuation of biweekly garbage collection, residents who require an additional garbage cart may request one from the City and pay an annual fee for the additional cart which will be billed on their utility bill. The annual fee will be either: \$156.95/year for a 360L cart or \$116.80/year for a 240L cart.

### Winnipeg, MB

The majority of waste collection, recycling, and yard waste collection is funded through property taxes. Customers pay an additional waste diversion fee of \$57.50/year for new waste diversion programs. Standard cart size of 240L is available to single-family households. They can upgrade to a larger, or additional cart, for an additional fee. A cart delivery fee of \$25.00 is applied or resident can pick up the cart at no additional cost.

	<b>Additional Cart 240L</b>	<b>Additional Cart 360L</b>	<b>Replacement (upgrade) 360L cart</b>
<b>Monthly Fee</b>	\$8.00	\$10.00	\$2.80

<https://www.winnipeg.ca/waterandwaste/billing/fees.stm>

<https://www.winnipeg.ca/finance/files/2018FeesandChargesSchedule.pdf>

#### Toronto, ON

Utility fees are based on the size of a customer's garbage bin. Services include collection of garbage, recycling, food and yard waste, and household hazardous waste. Each single family utility account receives one annual rebate prorated accordingly on each utility bill each year based on the largest garbage bin on the account. For additional bins, the annual fee is full cost. Residential homes situated above commercial space receive curbside bin service and are included under the same cost structure as single-family households. Customers can also purchase extra bag tags for \$5.11/bag.

<b>Single-Family</b>	Small (69L or 1 bag)	Medium (132L or 1.5 bags)	Large (246L or 3 bags)	Extra-large (360L or 4.5 bags)
Actual monthly cost	\$21.22	\$25.76	\$34.98	\$40.58
Monthly cost after rebate	\$2.30	\$12.11	\$28.95	\$40.58

<https://www.toronto.ca/wp-content/uploads/2018/02/9414-Utility-General-Brochure.pdf>

## Types of Assistance Programs

### Percentage of Income Payment Plan (PIPP)

Under a fixed credit PIPP (Percentage of Income Payment Plan), qualifying participants pay a fixed percentage of their income toward utility bills (for example in Ohio it is 6%), the rest subsidized. These are commonly applied in America, usually for energy and water utilities. Qualification for programs is usually based income or use of other social programs.

### Tiered discounts

Many municipalities and/or utility companies provided discounts for low-income, seniors, and/or people with disabilities. They are more common for energy and water utilities, but in many cases apply to waste services as well. For instance, most cities in California have discounted utility rates for those qualifying for state energy assistance programs.

Tiered discounts apply the limiting percent of income to groups of low-income customers, rather than specifically to each participant. The discount is derived by applying the burden threshold to the average bill of the customers below a certain income threshold, and that discount is applied for all the participants (in some case tiers of low income groups are established with varying discounts). The impact of the burden in light of the income level of the household is approximated, rather than defined customer by customer. A greater benefit is provided to customers whose income is further below a determined poverty level.

### Emergency Assistance Program

In Seattle, an Emergency Assistance program provides emergency payment assistance for households at immediate risk of having combined utilities services discontinued for delinquent payments.

## Saskatoon Programs

The City of Saskatoon (City) provides programs for Saskatoon residents that are considered low income: Low Income Cut-Offs (LICOs) in Table 1 are used to determine eligibility.

Table 1. 2017-2018 Low Income Cut-Off

# in household	1	2	3	4	5	6	7
Household income	\$21,822	\$27,165	\$33,396	\$40,548	\$45,988	\$51,868	\$57,747

\*source <https://www.saskatoon.ca/parks-recreation-attractions/recreational-activities-fitness/leisure-access-program>

### Leisure Access & Saskatoon Transit Discounted Bus Pass Programs

The City provides access to leisure centres and programs as well as discounted bus passes to residents with household income below the established LICOs shown in Table 1.

Residents can apply for both programs using a single application process<sup>1</sup>.

### Subsidized Spay & Neuter Program

The City, in partnership with the Saskatoon Academy of Veterinary Practitioners and the Western College of Veterinary Medicine, provide low income pet owners access to significant discounted veterinary services and financial resources.

Permanent residents of Saskatoon with household incomes below LICO (Table 1) are eligible. More information about the program is available at:

[www.saskatoon.ca/services-residents/pet-licensing-animal-services/subsidized-spay-neuter-program](http://www.saskatoon.ca/services-residents/pet-licensing-animal-services/subsidized-spay-neuter-program)

### 2018 Water Main, Sanitary Lining and Lead Water Pipe Replacement Initiative

The City has a goal of replacing all lead lines within the next 10 years. The City pays for the cost of replacing lead water lines up to the property line. Property owners must pay 40 per cent of the cost of replacing lead lines that connect their property to the City's water mains with the City paying the remaining 60 per cent.

Property owners have the option of paying the contractor who replaces the line directly or letting the City pay the contractor and paying the City back over a 3 to 5 year period (interest free).

Homeowners who qualify as low income (see LICO chart in Table 1) can get the cost of replacing lead pipes deferred for incremental repayment over 10 years. In this case, the City pays the contractor and attaches the amount, plus an administration fee of \$365.00, to the property tax bill to be paid back over 10 years.

### City's Property Tax Deferral System

The Property Tax Deferral Program for Low-Income Senior Citizen Homeowners is designed to assist qualified low-income seniors manage expenses and remain in their homes longer. Applicants have four deferral options to select from: payment when the deferred portion of property tax is due, ownership of the property is transferred, the property is sold, or the applicant is no longer the primary resident.

Applicants must be 65 years of age or older, must own and reside in a single family home, townhouse, or apartment condominium in Saskatoon. The applicant's income must be below the LICO (Table 1). More information about this program is available at:

<https://www.saskatoon.ca/services-residents/property-tax-assessments/tax-payment/seniors-property-tax-deferral-program>

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<sup>1</sup> [https://www.saskatoon.ca/sites/default/files/documents/community-services/community-development/2018-2019\\_leisure\\_access\\_application.pdf](https://www.saskatoon.ca/sites/default/files/documents/community-services/community-development/2018-2019_leisure_access_application.pdf)

**PUBLIC RESOLUTION  
REGULAR BUSINESS MEETING OF CITY COUNCIL**

**Main Category: 6. UNFINISHED BUSINESS**

**Sub-Category: 6.3.3 Unified Waste Utility – Utility Rate Setting Philosophy  
[CK. 1905-1 x 7830-1]**

**Date: October 22, 2018**

*Any material considered at the meeting regarding this item is appended to this resolution package.*

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Report of the City Clerk:

"City Council DEFERRED consideration of the following motion to the October 22, 2018 meeting of City Council:

1. That Administration be directed to recommend initial utility rates that encourage diversion; and
2. That Administration implement Option Three as the multi-year rate setting philosophy for the Unified Waste Utility, should it be approved."

**Moved By:** Councillor Block

**Seconded By:** Councillor Gough

That consideration of the September 24, 2018 motions be further deferred to the November 19, 2018 meeting of City Council.

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

**CARRIED UNANIMOUSLY**

**PUBLIC RESOLUTION  
REGULAR BUSINESS MEETING OF CITY COUNCIL**

**Main Category: 9. REPORTS FROM COMMITTEES AND ADMINISTRATION**

**Sub-Category: 9.3. Standing Policy Committee on Environment,  
Utilities And Corporate Services**

**Item: 9.3.3. Unified Waste Utility – Utility Rate Setting Philosophy  
[CK. 1905-1 x 7830-1]**

**Date: September 24 & 25, 2018**

*Any material considered at the meeting regarding this item is appended to this resolution package.*

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**Moved By:** Councillor Gough

**Seconded By:** Councillor Gersher

1. That Administration be directed to recommend initial utility rates that encourage diversion, and;
2. That Administration implement Option Three as the multi-year rate setting philosophy for the Unified Waste Utility, should it be approved.

**In deferral**

**Moved By:** Councillor Gough

**Seconded By:** Councillor Gersher

That this matter be deferred to the October 22, 2018 meeting of City Council.

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

**CARRIED**



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

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### **Unified Waste Utility – Utility Rate Setting Philosophy**

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

1. That Administration be directed to recommend initial utility rates that encourage diversion, and;
2. That Administration implement Option Three as the multi-year rate setting philosophy for the Unified Waste Utility, should it be approved.

#### **History**

At the September 10, 2018 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the A/General Manager, Corporate Performance dated September 10, 2018 was considered.

#### **Attachment**

September 10, 2018 report of the A/General Manager, Corporate Performance.

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## Unified Waste Utility – Utility Rate Setting Philosophy

### Recommendation

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

1. That Administration be directed to recommend initial utility rates that encourage diversion, and;
2. That Administration implement Option Three as the multi-year rate setting philosophy for the Unified Waste Utility, should it be approved.

### Topic and Purpose

The purpose of this report is to outline options for City Council to direct the Administration when setting multi-year rates for the Unified Waste Utility.

### Report Highlights

1. Rate setting is a complex exercise as many of the factors influencing rates are interdependent.
2. Traditional options for rate setting could be used for setting Unified Waste Utility Rates.
3. An alternative approach to rate setting could be used to set rates that further encourage waste diversion.
4. After a review of the City Council approved values for the Unified Waste Utility, the alternative rate setting approach, by varying the volume charge for each cart was recommended.

### Strategic Goals

The options presented in this report support the Strategic Goal of Environmental Leadership by helping reach maximum solid waste diversion and promoting landfill operations to reach financial sustainability. These options directly support the implementation of a long-term funding and program strategy for solid waste management and waste diversion.

### Background

City Council, at its meeting held on February 27, 2017, considered the Waste Management Master Plan – State of Waste report; and resolved, in part:

- “2. That the values to be used in preparing options for a new Waste Management business model, including the ability to pay in terms of future cost allocations for fairness and equity, be approved.”

Concurrent to receiving this report, City Council will be receiving the Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility report and the Ability-to-Pay Considerations of Expanded Curbside Waste Utility report.

## Report

### Program Factors are Interdependent

City Council will receive concurrent information on indicative rates and ability to pay. The reports will outline that the greater the difference in rates between the smallest and largest collections carts sizes incentivise the greatest rate of diversion. The two reports will show that as the differential in the rates for different cart sizes increases, households will choose a smaller cart. However, as more households select a smaller cart, the cost of the smallest cart must increase as there are less households subsidizing the total cost of the program with higher cost (larger) carts. Increasing the cost of the smallest cart works against ability to pay, as the reports will note that in a variable rate utility, the lower the cost of service available, the more it is affordable.

For the purposes of this report, the Unified Waste Utility includes single family curb side recycling, waste, and organics collection and disposal. It includes costs for enforcement and program management. It does not include, waste minimization programs, education programs, or recycling depots. Attachment 4 of the Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility report has more details on the inclusion and exclusion of programs.

The rates presented in this report and the rates in the Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility report consider landfill airspace; however, they do not consider the cost of landfill replacement. That is to say that these rates are based on achieving the long-term strategic goal of not needing to replace the landfill. Therefore, rate setting philosophy should have controls for household behaviour. This would be a philosophy where the more Saskatoon diverts, the less funds are needed for the Landfill Replacement Reserve, and lower rate increases could be achieved.

Independent of the need to set a long-term rate structure, because this is a new utility, an initial rate structure also needs to be established. When preparing initial rate options for City Council, the Administration requires direction on prioritizing cost recovery and low initial rates or rates that further encourage diversion. As noted above, since these are interdependent, higher differential rates are expected to increase the lowest-cost option when also considering rate recovery. Administration is recommending that diversion be the focus because the long-term benefits to households outweigh the shorter term cost savings, while helping to achieve diversion targets sooner.

With respect to waste diversion, Skumatz Economic Research Associates, Inc. (SERA) conducted a study which incorporated data from Pay as You Throw programs from over 10,000 communities across North America. SERA's study recommended a minimum rate differential of 55-60% between small bins and the largest bin would be sufficient to incentivize higher switchover rates, with a differential of 65-70% recommended for Saskatoon to maximize diversion. SERA has also found that dollar differentials lower than \$5 do not seem to affect bin size choices as much as differentials over \$5. Also of note, incentives above 80% rate differential aren't expected to result in material additional increases in waste diversion.

**Option One - Cost Recovery with Traditional Rate Increases**

This option outlines the indicative rates anticipated for a rate structure built around cost recovery with no rate modifier for incentivizing waste diversion. Traditional rate increases for utilities are based on a percent increase in rate over previous years. This increase is based on growth, costs from other utilities, capital programs, borrowing and other factors. As an example, based on the comparative rates in the Waste Management Level of Service for Organics and Waste Utility for Option 1, a 2% rate increase would have rates as shown in Table 1 (Organics & Waste).

*Table 1: Example Rates Cost Recovery with Traditional Rate Increases*

Cart Sizes	Initial Year	Year Two	Year Three
180L (48gal)	\$18.00	\$18.40	\$18.70
240L (65gal)	\$20.00	\$20.40	\$20.80
360L (96gal)	\$23.00	\$23.50	\$23.90

Note: Monthly recycling utility charges (\$5.65/hh/month) are in addition to the amount shown.

As can be seen in Table 1, the smallest cart size has the lowest increases; however, the total difference in price remains closer together (22% spread) over three years. With such a small differential rate between small and large cart, this option would have a limited impact on waste diversion. This option better considers keeping all rates low regardless of the cart size selected.

**Option Two - Small Bin Affordability Ceiling plus Phased Waste Diversion Incentive Rate Structure Over Long Term**

This option outlines the indicative rates whereby the rates for medium and large carts would be increased proportionally each year to incentivize waste diversion. In this method, the smallest cart size cost would be locked and the differential charge per litre for the larger carts increases each year to encourage switching to a smaller cart, which can encourage diversion. This process could be in effect until a diminishing return were achieved on households switching cart sizes, at which time a return to a more traditional rate increase would be required. Current indicative rates have a \$0.026 difference per litre for the larger carts. In each year, this amount could be increased. As an example, Table 2 shows rate increases by increasing the differential rate by 10% annually. This rate option would only reach the 70% differential in cart costs after ten years.

*Table 2: Example Rates with Small Bin Affordability Ceiling plus Phased Waste Diversion Incentive Rate Structure over Long Term*

Cart Sizes	Initial Year	Year Two	Year Three
180L (48gal)	\$18.00	\$18.00	\$18.00
240L (65gal)	\$19.70	\$19.90	\$20.10
360L (96gal)	\$22.80	\$23.30	\$23.90

Note: Monthly recycling utility charges (\$5.65/hh/month) are in addition to the amount shown. Small cart rates are constant as the financial model assumes that more residents are switching to the smallest cart each year.

It can be noted that there is a 25% difference in the high and low rates after three years and this rate differential could continue to increase to incentivise households to switch to a smaller bin. This option also provides an advantage of holding the cost of the smallest cart, providing a longer term lower-cost option in respect of ability to pay.

Option Two provides a balance between Option One and Option Three. This option allows for more drawn out capital expenditures for collections carts, as well as gives residents more time to make a decision about switching carts before a larger difference in cost is achieved.

### Option Three - Phased Waste Diversion Rate Structure over Short Term

Under this option, a 70% rate differential between small and large carts would be established by 2023 based on phased increases. This option is in line with the timing of the 2023 diversion goals. As noted above, once this differential is reached, there is limited uptake in smaller carts expected. As a result, after year three rate increases would return to traditional methods. This example rate structure is shown in Table 3.

*Table 3: Example Rates with Phased Waste Diversion Rate Structure over Short Term*

Cart Sizes	Initial Year	Year Two	Year Three
180L (48gal)	\$18.00	\$18.00	\$18.00
240L (65gal)	\$19.70	\$22.10	\$24.50
360L (96gal)	\$22.80	\$29.50	\$36.20

Note: Monthly recycling utility charges (\$5.65/hh/month) are in addition to the amount shown. These numbers show a spread of greater than 100% (between small and large carts) by year three so that when recycling (flat cost) is included the total difference for charges in the unified waste utility is closer to 70% between small and larger cart households. Small cart rates are constant as the financial model assumes that more residents are switching to the smallest cart each year.

The 70% rate differential (or alternatively a rate differential of a minimum of \$5 or more between each bin size) could be established right from the outset of the program in Year One, but it is expected that a larger number of households will take up the smaller cart. This would increase the initial capital costs of the program as well as increase the initial cost for the small cart. It is estimated that this would result in a minimum of \$2.00 increase to the small cart indicative rate, though this would need to be confirmed by additional financial modelling. In addition, this would create an excessive stockpile of large carts, currently located at the landfill, with limited repurposing value. Option Three would require a return to a traditional rate increase strategy after reaching the 70% differential between the small and large cart rates depending on City Council's decision on timelines.

### Values Based Analysis

The values of Financial, Environmental, and Social Sustainability were considered at a high level when making a recommendation for a rate setting philosophy. The rates set are based on financial sustainability and, as such, it weighted equally all options. It should be noted that the financial numbers are provided for example only Options One and Two show different approaches to the same overall increase. Option Three is considered more valuable based on environmental sustainability, as it will provide for a greater difference in the cost from a small cart to a large cart, over the short term incentivising diversion, thereby attempting to balance capital investment with waste diversion targets.

Option Two was initially considered more favourable for social sustainability (ability to pay) because it locked to lowest cost for the longest period of time, however, this may be outweighed by the eventual need to increase all rates to account for funding the

replacement of the landfill with less diversion, so Option Three is considered more favourable overall.

### **Options to the Recommendation**

Although this report has comparative rates in it, City Council may choose to set any other rates they desire. City Council may also direct the Administration to research and report on a different rate setting philosophy. Should City Council choose an option to the recommendation, Administration would report back on the financial implications.

### **Communication Plan**

Should a Unified Waste Utility be implemented, a communication plan will be developed at that time.

### **Financial Implications**

As noted, rate setting is an interrelated process establishing a rate-setting philosophy which allows the Administration to prepare rates for City Council's consideration during budget deliberations. The proposed rate structure in these reports is based on households taking advantage of smaller bins. There is a financial risk of overcharging if there is less uptake than predicted. This excess revenue could then be used for programs that encourage diversion. The rate information in this report is for example only and City Council will be provided with recommendations and options at the time of rate setting.

### **Environmental Implications**

The recommended rate structure continues to encourage diversion by further incentivising smaller carts as rates increase, while also giving residents an opportunity to become accustomed to the financial changes over time.

### **Other Considerations/Implications**

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

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

If the Unified Waste Utility is approved Administration will report on implementation in Q2 of 2019 and will present more detailed rates in advance of the 2020 budget deliberations.

### **Public Notice**

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

### **Report Approval**

Written by:	Russ Munro, Director of Water and Waste Stream
Reviewed by:	Clae Hack, Director of Finance
	Brenda Wallace, Director of Environment and Corporate Initiatives

## Unified Waste Utility – Utility Rate Setting Philosophy

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Angela Gardiner, A/General Manager, Transportation and Utilities  
Dept.  
Approved by: Dan Willems, A/General Manager, Corporate Performance Dept.

Admin Report - Unified Waste Utility – Utility Rate Setting Philosophy.docx



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

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### **Organics Program – Issuance of Request for Proposal**

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

That the report of the A/General Manager, Corporate Performance Department, dated November 6, 2018, be received as information.

#### **History**

At the November 6, 2018 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the A/General Manager, Corporate Performance dated November 6, 2018 was considered.

Your Committee also resolved that this matter be considered alongside the other Waste Utility reports and requested information regarding the number of full-time equivalent needed and additional operating costs for overall collection and optimization at the time this matter is before City Council.

#### **Attachment**

November 6, 2018 report of the A/General Manager, Corporate Performance.

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## Organics Program – Issuance of Request for Proposal

### Recommendation

That the report of the Acting General Manager, Corporate Performance Department, dated November 6, 2018, be forwarded to City Council for information.

### Topic and Purpose

The purpose of this report is to outline a procurement plan for the various components of the City-Wide Residential Curbside Organics Program, including approving some of the key organics program details.

### Report Highlights

1. The Administration has prepared a Request for Proposals (RFP) for an organics processor to manage materials from a future year-round City-Wide Residential Curbside Organics Program.
2. Options for procuring organics collections and cart management services are provided for consideration.

### Strategic Goals

This report supports the four-year priorities to promote and facilitate city-wide composting and recycling, along with the long-term strategy to eliminate the need for a new landfill under the Strategic Goal of Environmental Leadership.

### Background

City Council, at its meeting held on August 27, 2018, considered the Organics Program Update report.

City Council, at its meeting held on September 24, 2018, considered the Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility report and resolved, in part:

- “3. That any future organics RFP include options about provision of green bins, bin collection, summer pickup frequency, and material processing.”

City Council, at its meeting held on October 22, 2018, considered the Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility report and resolved, in part:

- “1. That a city-wide curbside organics program be established;
2. That Option 1: year round, bi-weekly organics and waste collection be implemented as the new waste management service level for all curbside residential households;
4. That the Administration amend the draft RFP to reflect the City’s intent to implement an organics policy/program for the multi-unit residential sector by 2020; and

5. That the Administration amend the draft RFP to reflect the City's intent to implement an organics bylaw for the Industrial, Commercial and Institutional (ICI) sector within the next 2-4 years."

## **Report**

### Organics Processing RFP Terms

A multi-divisional team including a representative from the City Solicitor's Office have prepared an RFP for organics processing. The approach is to utilize a negotiation RFP that permits Administration to negotiate any aspect of the contract after selecting a preferred proponent through a proposal ranking process that utilizes the RFP evaluation criteria contained in Attachment 1, Organics Program Design - Processing RFP.

A negotiation RFP is a new template for the City. It creates a non-binding procurement. However, to be clear, this does not mean that the City has no duty of fairness to potential bidders. As always the City must clearly outline the evaluation criteria in the RFP and treat all bidders fairly. The City has retained a Fairness Monitor to assist us in this procurement.

A Fairness Monitor ensures that the solicitation document clearly outlines a process that is fair to all bidders and then monitors the evaluation process to ensure the City follows the process laid out in the procurement document. Thus, the City must clearly outline in the RFP how the successful respondent will be chosen at the outset and cannot wait to see the content of the proposals before deciding on how to choose.

Attachment 1 details the program design considerations that are recommended for the organics program and will be used for soliciting proposals through the RFP process. While there is still the option to negotiate at a later date, approving the release of the RFP with the parameters listed in Attachment 1 reflects the recommended design of the City-Wide Residential Curbside Organics Program.

### Organics Collections Options

City Council has requested that optional pricing be considered in the Organics Processing RFP. The Administration notes that this pricing would not be subject to the competitive pressure of the RFP process and is not likely to provide more information than is already available to the City through the Request for Information (RFI) conducted earlier this year and municipal research. To receive competitive pricing, service options would need to be mandatory items in the RFP.

Administration recommends the City of Saskatoon be the collector for a City-Wide Residential Curbside Organics Program in order to take advantage of the opportunity to optimize existing waste trucks and staff. However, Administration could prepare a solicitation document for Organics Collections that includes an upset limit set below the City's estimated cost to provide the same services. This approach would ensure that there is incremental value provided by contracting this service.

A solicitation document that bundles organics processing and collections together is also possible, but this may not result in the best outcomes for the program as companies may be optimized for either collections or processing and bundling may not necessarily result in the lowest qualified bid cost. Additional information is provided in Attachment 2, Organics Program – Procurement of Collections and Carts.

### Supply and Deployment of Organics Carts

If the City is the collector, having the City purchase the carts as opposed to having the private sector provide carts under a service agreement has benefits to the City as the costs are expected to be lower up front. If the City purchases the carts it is expected that the City would have lower costs for borrowing, and would incur lower markups by working directly with the cart manufacturer. The capital costs of the carts would also be amortized over the useful life of the cart (an estimated 12 years) instead of over the life of the contract (e.g. 7 years), allowing for smaller payments.

If a private company is chosen to be the collector, Administration recommends they own the carts and that the maintenance of the carts become the responsibility of the collector, which reduces the City's risk exposure within the program, and ensures the collector is mindful of interacting with the carts during collections (i.e. how they are grabbed, tipped, and placed back on the ground). Additional information on the collector owning the carts is provided in Attachment 2.

It has been previously noted that if the City were to change collection service providers after the expiration of a contract, owning the carts internally would ensure all potential bids for the collections would be at an equal advantage, as opposed to the previous service provider having an advantage through already owning the carts. In the latter scenario, the City could buy the used carts from the service provider at the end of their contract if they are deemed to be in an acceptable condition for continued use. Outsourcing carts and collections provides some risk if the collector purchased carts only with the contract length in mind. This risk can be mitigated through contract terms as outlined in Attachment 2.

### **Options to the Recommendation**

1. City Council may instruct Administration to prepare a solicitation document for Organics Collections and Carts Services as outlined in Attachment 2.
2. City Council may choose that the solicitation for processing, collections or carts proceed in a manner other than outlined in this report.
3. City Council may direct the Administration to change the Organics Program design contained in Attachment 1, particularly with respect to pet waste and/or diapers.

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

Some of the companies that may be interested in providing services to the City to support the implementation of the city-wide curbside residential organics program were engaged through an RFI. Eleven companies responded with full or partial information

about their capacity and interest to collect and/or process organic materials or to provide other information relevant to the program design.

### **Communication Plan**

The comprehensive changes to curbside waste management programs will require extensive communications and education. These will be developed through the next phases of planning and implementation, with reports and updates provided to the Standing Policy Committee on Environment, Utilities and Corporate Services. On-going communications, including social media posts, Public Service Announcements, and media outreach will be used throughout planning and implementation.

### **Policy Implications**

There are policy implications associated with developing a new organics program and waste utility including changes to the Waste Bylaw. These implications will be outlined in future reports in collaboration with the Office of the City Solicitor.

### **Financial Implications**

Before any RFP is released, the Administration requires an approved funding source. The Administration will release the RFP once funding has been confirmed.

Cost estimates for organics carts, collections and processing are provided in the Waste Management Levels of Service – Curbside Organics and Pay as You Throw Waste Utility and Additional Information for Waste and Organics Cost and Funding reports.

### **Environmental Implications**

Diverting organic waste from the landfill offers several environmental benefits in terms of land, air, and water quality. Through the use of compost as a soil amendment in gardens or landscapes, nutrients that would normally be locked up in a landfill are recycled into the ecosystem where they are available to plants. Compost added to soils also improves moisture retention properties so rainfall run-off is reduced. Organic material that is buried in a landfill environment can contribute to leachate generation as well as produce methane, some of which is released into the atmosphere. Methane is a significant contributor to climate change as it is 25 times more potent than carbon dioxide as a greenhouse gas. The organics program is anticipated to reduce greenhouse gas emissions by 6,000 to 9,000 tonnes of carbon dioxide equivalents by reducing the methane generated by organics when landfilled. Diverting organic materials from the landfill also conserves landfill airspace and ultimately extends the life of the landfill. By increasing annual organics diversion to 26,000 tonnes, the waste diversion rate is expected to rise from 22.8% to 32.5%.

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

Following procurement, the Administration will bring a report seeking approval of the negotiated processing contract. The location of the processing facility is also material to collections pricing and therefore the timing for further reporting on the procurement of private collections services will be staged to follow the processing contract negotiations.

**Public Notice**

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

**Attachments**

1. Organics Program Design – Processing RFP
2. Organics Program – Procurement of Collections and Carts

**Report Approval**

Written by: Pamela Groat, Project Engineer-in-Training, Environmental & Corporate Initiatives  
Chris Richards, Energy and Sustainability Engineering Manager, Environmental & Corporate Initiatives

Reviewed by: Cindy Yelland, Director of Planning and Development Law, City Solicitors  
Amber Weckworth, Education & Environmental Performance Manager, Environmental & Corporate Initiatives  
Brenda Wallace, Director of Environmental & Corporate Initiatives  
Russ Munro, Director of Water & Waste Stream

Approved by: Dan Willems, A/General Manager, Corporate Performance Dept.

Admin Report - Organics Program – Issuance of Request for Proposal.docx

## Organics Program Design – Processing RFP

### Evaluation Criteria

The RFPs evaluation will include a matrix of criteria. The following table illustrates draft criteria and weighting that will be finalized once key decisions are made by City Council regarding the City-Wide Residential Curbside Organics Program.

	<b>Rated Criteria Category</b>	<b>Weighting (Points)</b>
<b>Technical Submission</b>	Experience & Qualifications	10
	Management Plans, Business Model & Technology	20
	Support for Project Goals & Operational Details	20
	Risk, Contingency Plan, Schedule, Implementation Plan	15
	Pricing & Financial proposal	35
	<b>Total Points</b>	<b>100</b>

The Pricing component includes an evaluation of the cost for the City of Saskatoon (City) to transport organic materials to receiving sites that are farther away and also a cost to buy back compost from the processor. Pricing will be a multi-year proposal (e.g. 10 years).

The schedule and implementation plan component will award more point to proposals that can demonstrate lower schedule risk, lower risk associated with the availability of the processing service, and a faster implementation schedule. Proposals that cannot provide an operational receiving site in 2020 will receive lower scores than proposals that can.

### Expectations of Processor

The following are some of the expectations of the processor proposed for inclusion in the Request for Proposals (RFP):

- The City will not prescribe a processing technology.
- The maximum driving distance that the receiving site can be from Saskatoon's City Hall is 20 km (one-way).
- The quality of finished compost is required to meet or exceed:
  - Canadian Council of Ministers of the Environment Ensure (CCME) Class 'A' quality, and
  - All Canadian Food Inspection Agency (CFIA) requirements with respect to soil supplements.
- Background information will be provided about the multi-unit and industrial, commercial, institutional (ICI) sectors. No requirement for including any of the materials generated by these sectors will be included in the RFP. Proponents will be asked to state their ability to accommodate additional tonnages either as a result of regional growth or based on programs developed for the multi-unit and ICI sectors. The RFP will state that City Council resolved that the City intends to

implement an organics policy/program for the multi-unit residential sector by 2020 and that the City intends to implement an organics bylaw for the ICI sector within the next 2-4 years.

### General Contract Terms

The following are some of the general contract terms proposed for inclusion in the RFP:

- The City's responsibilities shall include promotion and education; supply of the material; delivery of the material to the facility; transporting finished compost for the City's buyback program; reconciling the Contractors monthly tonnages against outbound tonnages; and providing payment to the Contractor for material processing services.
- The Contractor's responsibilities within the scope of work include receiving, inspecting and taking ownership of the material supplied by the City; processing material at an appropriate facility and incurring all resulting costs; converting the material into a beneficial use in accordance with the RFP and with applicable federal and provincial regulations, standards and guidelines; disposing of the residual waste resulting from material processing at a properly licensed waste facility and incurring all resulting costs; managing all emissions resulting from material processing including residual waste, air emissions (including odour) and effluent, and incurring all resulting costs; conducting audits and providing reports as defined in the RFP; and preparing and submitting monthly invoices for processing services including supporting documentation in the form of weigh scale tickets from the facility.
- The City will retain ownership of the greenhouse gas emissions savings (carbon credits).

The following sections highlight important program design considerations necessary for the solicitation of responses to the RFP.

### Acceptable Materials for Processing – Role of Bags

With respect to the role of bags, the Administration recommends:

- Kraft bags be accepted;
- Compostable bags be accepted;
- Biodegradable and oxo-degradable bags not be accepted; and
- Plastic bags not be accepted.

Accepting compostable bags, in comparison to a program that accepts kraft bags only, is anticipated to:

- Increase participation rates;
- Increase participant satisfaction from the perspective of providing an additional mitigation option for managing odour, ick, and freezing issues;
- Increase organic material capture rates;
- Increase contamination; and
- Increase processing costs.

Although the City is providing citizens with the option to use compostable bags to assist with their composting needs, it should be noted that it is unlikely the processor will be able to distinguish between the different types of bags potentially being used (e.g.

plastic, biodegradable or compostable). It is probable that a percentage of the compostable bags would be screened out and a large percentage ultimately landfilled.

#### Acceptable Materials for Processing – Materials to Accept

The Administration recommends the following list of acceptable materials that the program would deliver to the processing site.

Yard waste, including but not limited to:

- Fallen fruit;
- Flowers;
- Grass clippings;
- Leaves;
- Pine and spruce cones and needles;
- Plant tops and clippings;
- Small twigs;
- Stalks;
- Tree trimmings<sup>1</sup>;
- Weeds; and
- Wood chips and bark mulch.

Food scraps, including but not limited to:

- Baked goods and candies;
- Bread, cereal, pasta, noodles, rice, beans, and grains;
- Coffee filters & grounds, Paper teabags;
- Dairy products, including milk, yogurt, butter and cheese;
- Dry baking ingredients, herbs, and spices;
- Eggs and eggshells;
- Fats, cooking oils, and food grease (liquid or solid);
- Fruits and vegetables (cooked or raw, including peels, scraps and pits);
- Meat, seafood, giblets and bones;
- Nuts and seeds; and
- Salad dressing, mayonnaise, gravy, and sauces.

Food-soiled paper products, including but not limited to:

- Cardboard egg cartons;
- Food-soiled paper napkins, paper towel, & tissues (provided it is free of contaminants, such as household cleaners);
- Food-soiled paper plates, cups, and muffin wrappers (un-waxed and un-plasticized);
- Food-soiled pizza boxes and cardboard;
- Newsprint, and paper bags (to wrap food and line containers);
- Un-plasticized soiled paper food packaging (such as flour bags);
- Waxed paper; and
- Wooden stir sticks, chop sticks, popsicle sticks, toothpicks.

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<sup>1</sup> Note that while large bulky items such as tree stumps and logs may not be acceptable in the curbside cart, the City may choose to transfer materials such as this from the City owned compost depots to the processor.

Other organic waste, including but not limited to:

- Christmas trees;
- Household plants (including soil) and cut flowers;
- Human and animal hair; and
- Pumpkins.

#### Non-Acceptable Materials

The following is a list of materials that the Administration recommends not be accepted by the program but are materials that some participants may wish were included:

- Pet waste;
- Toiletries;
- Personal hygiene/sanitary products;
- Diapers; and
- Biosolids.

While the 2016 waste characterization study reported pet waste to make up approximately 7% of the materials in the black cart, pet waste is a challenging material to accept in an organics program. The processed end product may not meet the fecal coliform standards required by the Canadian Council of Ministers of the Environment (CCME) for Grade A compost (i.e. ensuring there are no greater than 1000 MPN/g of total solids calculated on a dry weight basis). Pet waste can also be challenging to process because it is often bagged, which can lead to plastic bag contamination if residents are not diligent in using compostable bags. Public perception of using a compost product that contained pet waste can also be negative.

Diapers, which also made up a significant portion of the material found in the black cart, have similar challenges with meeting fecal coliform standards, with the added challenge of being comprised of mixed (often plastic) material. The bulk volume of diapers would be separated out and landfilled as contamination, resulting in minimal increases to what the organics program actually diverts from the landfill.

There are organics processing facilities that process pet waste and diapers with minimal issues. Facilities using Anaerobic Digestion (AD)<sup>2</sup> or sophisticated screening systems can better separate the contaminants, often at a significantly higher processing cost. The RFP will include criteria that requests proponents to address their potential ability to process these challenging materials but would recommend that the materials are not mandated to be accepted.

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<sup>2</sup> Anaerobic digestion: The process of biodegrading organic material using micro-organisms in the absence of oxygen to produce nutrient-rich digester solids (which can be composted) and biogas (which can be used for heat and/or power)

## Organics Program – Procurement of Collections and Carts

### Combining Collections with Carts

The Administration has become aware of recent lawsuits in other Canadian cities where it is evident that numerous potential conflicts that could arise if the collector and the owner of the carts are different entities. If the City of Saskatoon (City) is not the collector then the Administration recommends that the collector also own, deploy and manage the carts. In this scenario, maintenance of the carts would become the responsibility of the collector, which simplifies the City's interaction with the program and ensures the collector is mindful of interacting with the carts during collections (i.e. how they are grabbed, tipped, and placed back on the ground). The collector also becomes responsible for management of the cart asset/location database, route sequencing, ensuring every customer receives the correct cart, responding to cart-based complaints, etc. The solicitation document could require that at the end of the contract the carts be turned over to the City.

### Budget/Upset Limit

After review of benchmarking data and the organics request for information, it is recommended that collections be performed by City of Saskatoon staff and equipment in conjunction with the current curbside waste collection services, to provide the best value to residents from both services. As an option to the recommendation, a solicitation document could be issued for collection services containing an upset limit based on the price of the City of Saskatoon delivering this service. Specifying an upset limit ensures the contract does not have to be awarded if the winning proposal's costs exceed the specified ceiling price. An upset limit can be specified for annual total costs for each year of the contract, and state that the Evaluation Committee reserves the right to consider only those proposals that are under the upset limit. The Administration recommends issuing a collections solicitation document after the award of the processing Request for Proposals (RFP) so that all bidders have an opportunity for fair competition and they are not adding the risk of further travel distances into their prices. The upset limit is also recommended to be set after an organics processing facility is determined, as the most significant impact to cost is driving distance to the facility.

The collections solicitation document could identify that bidders be ready to deliver the service by a specified date along with identifying a contractual obligation for service levels.

The Administration does not recommend procuring collections and processing together in a single procurement. This approach avoids any ambiguity of hidden prices in processing costs used to subsidize collections.

### Cart Procurement

The following have been identified as material for cart procurement:

- Resin level: requirements should ensure quality carts are purchased and cart breakage is minimized, particularly considering Saskatoon's climate.
- Deployment time: length allowed for cart deployment and deployment time of year.

- Contract length vs. cart lifespan (if contract length is 10 years, then bidders may prefer to procure carts that will only last 10 years).
- Ease of use of the cart (e.g. wheel design, how difficult cart is it for a resident to tip and roll the cart, etc.).

### Collections Procurement

The following have been identified as material for collections procurement:

- Ability to provide bi-weekly collections to all single-family curbside residential households in Saskatoon (schedule and locations as determined by the City).
- Ability to collect variable sized rollout carts via an automated or semi-automated collection process.
- Ability to provide collection service verification and at no charge to the City, return to locations that were missed as a result of contractor error.
- Ability to provide an accessible collection service (door-to-door rollout service) residents at locations determined by the City.
- Ability to provide environmental controls and spill response to hydraulic or other spills as a result of collections operations.
- Requirement to report all incidents including but not limited to motor vehicle collisions, health & safety incidents, fires, environmental impacts, property damage etc. to the City and all applicable authorities.
- Adhere to all City policies, Saskatchewan Health & Safety Regulations, *Traffic Safety Act*, etc.
- Interaction with residents:
  - Customer service escalation plan regarding
    - Missed collections;
    - Damaged bins;
    - Service complaints.
  - Notices as to why a bin may not be picked up (“oops” notices);
- Truck compatibility with carts from current green cart program (Administration intends to continue to use carts that are already in the field):
  - Ability to collect from back lanes (it is expected that some locations will not be able to accommodate front street service).
- Liaison with the Processor and plans to achieve win-win scenarios:
  - Delivery during facility operation hours;
  - Receiving site specifications;
  - Proposed facility location must be known in order for a collections proposal to accurately reflect operational costs as they will be dependent on driving distances to the processor’s facility;
  - Incentive to minimize collection of contaminated materials (limit delivery of contaminants to the organics processor), including systems to track rationale for rejecting a load (e.g. truck mounted cameras and driver logs).
- Transfer of ownership of materials.
- Fleet reliability and risk of downtime and service interruption, particularly considering Saskatoon’s climate.

### Cart and Collections Management Systems

The following have been identified as material for overall success and generally reducing potential conflicts and risks:

- Incentive to carefully manage the carts and minimize cart damage, misplacement of carts, maximize cart life, etc.
- Quality of the cart asset database management: e.g. radio frequency identification tags, serial numbers, cart location, cart size, etc.
- Optimal route sequencing and ability to rely on cart asset database to accurately and efficiently route collections.
- Accurate and thorough cart deployment as the foundation of a reliable cart asset database.
- Integrated customer service.
- Incentive to educate and communicate with customers to encourage behaviours that are win/win with the goals of the City.
- Minimizing risk of the processor claiming that issues with collections and/or carts have resulted in lower participation/capture rates.

### Collections and Cart Procurement Proposed Evaluation Matrix

The following is a high-level example of an evaluation matrix for a potential Collections and Cart Procurement RFP.

<b>Evaluation Criteria</b>		<b>Maximum Available Points</b>
<b>Financial Capacity</b>		<b>Pass/Fail</b>
<b>Organizational Capability</b>	Company Experience and Qualifications	<b>10</b>
<b>Operations &amp; Technical Capability</b>	Operational Capacity	<b>20</b>
	Quality Assurance & Quality Control Program	
	Innovation & Technology	
<b>Resident Interactions</b>	Service Delivery	<b>20</b>
	Cart Implementation	
	Change response	
	Customer Service plan	
	Communications	
<b>Risk</b>	Interruption/Contingency Plan	<b>15</b>
	Health & Safety (Workers and Public)	
<b>Financial Submission / Price (35)</b>		<b>35 points</b>
<b>TOTAL</b>		<b>100 points</b>



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

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### **Multi-Material Stewardship Western Funding Update and Recommendations**

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

That the information be received.

#### **History**

At the November 6, 2018 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the A/General Manager, Corporate Performance dated November 6, 2018 was considered.

Committee resolved to recommend to City Council's 2019 Business Plan and Budget deliberations:

1. That funds received through Multi-Material Stewardship Western be allocated in 2019 to offset Multi-Unit Residential Recycling, the Compost Management Fee, and a transfer to the Waste Minimization Reserve to support Recovery Park, Waste Characterization, Industrial, Commercial, and Institutional waste diversion planning, expanding the environmental grant, and Curbside Organics (and potential Pay-as-You-Throw) as described in this report;
2. That the Administration bring forward amendments to Council Policy C03-003 – Reserves for Future Expenditures as identified in this report;
3. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Your Committee wanted this matter before Council for its information on November 19, 2018 and to be considered alongside the other Waste Utility reports.

#### **Attachment**

November 6, 2018 report of the A/General Manager, Corporate Performance.

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## Multi-Material Stewardship Western Funding Update and Recommendations

### Recommendation

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

1. That funds received through Multi-Material Stewardship Western be allocated in 2019 to offset Multi-Unit Residential Recycling, the Compost Management Fee, and a transfer to the Waste Minimization Reserve to support Recovery Park, Waste Characterization, Industrial, Commercial, and Institutional waste diversion planning, expanding the environmental grant, and Curbside Organics (and potential Pay-as-You-Throw) as described in this report;
2. That the Administration bring forward amendments to Council Policy C03-003 – Reserves for Future Expenditures as identified in this report; and
3. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

### Topic and Purpose

The purpose of this report is to provide an update on funding received from Multi-Material Stewardship Western (MMSW) and provide options for allocation of these funds.

### Report Highlights

1. The City of Saskatoon (City) has received funding from MMSW since 2015 and this funding is increasing in 2019 from \$11.75 per household to \$25.75 per household, providing \$2.73M in revenue.
2. Funds can be used for waste diversion initiatives including offsetting future potential recycling fee increases, funding diversion-related capital projects such as Recovery Park, or new programs like curbside organics.
3. The Waste Minimization Reserve can be used as one mechanism for collecting MMSW funding to be reallocated to waste diversion initiatives but an amendment to Council Policy C03-003 – Reserves for Future Expenditures will be required.

### Strategic Goals

The information in this report supports numerous actions that will maximize solid waste diversion, an outcome under the Strategic Goal of Environmental Leadership; it also supports outcomes within the Strategic Goal of Asset and Financial Management including reducing reliance on property taxes.

### Background

City Council, at its Business Plan and Budget meeting held on November 30, 2015, considered the 2016 Fees for Multi-Unit Residential Recycling report. The report indicated that the proposed rate increase to \$2.66 per unit per month will cover 51% of

the program costs, with the balance (\$996,600) covered by funding received from MMRP.

City Council, at its meeting held on December 14, 2015, considered the Use of Unallocated MMRP Fund in 2016 report and resolved:

“That any funding received from the Multi-Material Recycling Program that is not required by the Multi-Unit Residential Recycling program be allocated to:

- a. The operation and maintenance of Recycling Depots in the amount of \$106,900; and
- b. The Green Cart Program in the amount of \$95,000.”

City Council, at its meeting held on August 27, 2018, considered the Recovery Park and Saskatoon Regional Waste Management Centre Project Revised Funding Plan report and resolved:

“That the Recovery Park and Saskatoon Regional Waste Management Centre Project (Capital Project No. 2050) be adjusted to reflect the funding plan in the report of the CFO/General Manager, Asset and Financial Management Department dated August 13, 2018.”

## **Report**

### **Program Update**

MMSW provides funds to municipalities in Saskatchewan for the collection of recyclables through the Multi-Material Recycling Program (MMRP). This program responds to *The Household Packaging and Paper Stewardship Program Regulations* set by the Province.

This funding program has been in place since 2016, and funds were initially allocated to offset the Multi-Unit Residential Recycling (MURR) Program; they have also been used toward the recycling depots and the green cart program. The details of funding allocation are outlined in Attachment 1, MMSW Funding Allocation 2016-2018. Surplus goes to the Waste Minimization Reserve and to fund other waste diversion initiatives, such as the planning and investigation into expanding the Waste Services Utility to include city-wide organics and Pay-as-You-Throw (PAYT) programs.

Funding from MMSW will increase on January 1, 2019, from \$11.75 per household to \$25.75, providing \$2,730,000 to the City, an increase of almost \$1.5M for 2019.

The MMSW provides their standard form agreement to the City for its signature. The terms of the Agreement are as follows:

- It is a services agreement under which the City promises to collect waste packaging and paper (WPP) from residents;
- The City is obliged to report on the total number of households serviced – the last Agreement provided that there were 102,832 within our service area;
- There are separate provisions where the City uses a depot for the collection of WPP;

- There are terms applicable to processing the WPP;
- There are terms defining that the form and methods of collection need to ensure quality and commodity revenue;
- The term of the Agreement is indefinite until terminated but there are unrestricted rights of termination for both parties;
- The City can delegate its collection of WPP to another;
- The MMSW will pay the City for the WPP collected at per household rates set out in the Agreement;
- The rates are reviewed every two years, and adjusted as required;
- The MMSW retains the right to audit the City's WPP obligations; and
- The City confirms that it has authority to enter into the Agreement and that the appropriate procedure has been followed to authorize the Agreement.

While the MMSW Services Agreement between the City and MMSW clearly articulates the auditable reporting requirements for proving that appropriate recycling services are being provided to the households for which claims are made, it does not specify how MMSW funds need to be spent. This report outlines options for that allocation in 2019.

### Funding Allocations Included in the 2019 Preliminary Business Plan and Budget

MURR is already subsidized by MMSW funds. As shown in Attachment 1, Administration projects \$910,000 will be needed in 2019 and this amount has been used for the 2019 Preliminary Business Plan and Budget. If this is not funded from MMSW, City Council would need to find an alternative source of funding such as property taxes. 2019 rates have been set at \$3.11/hh/month and will require an increase in 2020 similar to those seen in previous years of the program to cover contract prices in the existing agreement (expires in 2023 with opportunity for extension). Both the curbside and MURR programs have seen annual rate increases of around \$0.15/household/year.

The future of depots will be reviewed once Recovery Park has opened; maintaining the current level of service for recycling and compost depots, without further changes to existing operating budgets, is anticipated to require \$428,300 from MMSW in 2019 as shown in the 2019 Preliminary Business Plan and Budget. If this is not funded from MMSW, City Council would need to find an alternative source of funding such as property taxes.

### Waste Minimization Reserve

Council Policy C03-003 – Reserves for Future Expenditures, requires amendment to more accurately reflect the agreements the City has or will be entering into. MMSW funding provides a new opportunity for funding and the City's agreement with Cosmopolitan Industries Ltd. is no longer related to the sale of recyclable materials.

To strengthen the utility of the policy, amendments to the reserve balance limitations and application of funding would also be recommended. The policy currently caps the Waste Minimization Reserve at \$100,000, making it an ineffective tool for furthering significant waste diversion efforts. Administration recommends increasing the reserve

balance limit to \$2M. Funding from MMSW could then be transferred to this reserve to be allocated as needed to initiatives that divert or minimize waste as outlined in the policy. A \$2M cap is anticipated to provide a meaningful amount of funding to investigate and develop projects. In a recent example, the city-wide organics and PAYT Utility required \$1.6M to develop.

There is an opportunity to make the application of funding clearer. Administration recommends identifying waste diversion programs, waste diversion planning, waste composition studies, and a waste diversion component of the environmental grant in the revised policy.

### **Policy Implications**

The proposed changes outlined in this report require an amendment to Council Policy C03-003 - Reserves for Future Expenditures to allow funding from MMSW to be received, to increase the amount of funding, and clarify the type of initiatives that may be funded from the Waste Minimization Reserve.

### **Options to the Recommendation**

Administration recommends that, as a guiding principle, funds are used to offset the cost of waste and recycling fees paid by residents as well as to further additional waste diversion efforts. City Council may choose which programs to fund, options are given below:

#### Option 1 – Offset Waste Services Utility Fees

2019 MMSW funds could be set aside to fully or partially offset the impact of recycling rate increases to residents. Historically, a \$0.15/hh/month increase has occurred each year to keep up with inflation. Curbside recycling fees are currently cost-recovery and have been set for 2019, based on the existing agreement with Loraas Disposal that expires at the end of that year. The 2019 rate is \$5.66 per household per month. As reported in October, fluctuations in recycling markets are expected to cause a substantial increase to processing costs compared to current conditions; this may result in greater than normal rate increases in 2020 and beyond. In order to keep rates within this range, an additional \$600,000 to \$1.2M will be required. If this option is adopted, Administration recommends that at least \$600,000 of MMSW funds be allocated to Curbside Recycling to offset the cost increases anticipated in 2020.

#### Option 2 – Funding for New Residential Organics Programs and PAYT Utility (if approved)

Capital expenditures for a new residential organics program and PAYT Utility have been estimated at \$13.6M. A portion of the MMSW funding could be allocated to offset these costs to help reduce the amount of borrowing needed, resulting in a reduced utility fee (or property tax impact) in the future (by reducing loan repayments). For instance, a reduction of \$1M in borrowing would result in approximately \$0.12/hh/month reduction in utility fees (assuming the City borrows for 10 years, at 3% interest).

Option 3 – Funding for New Waste Diversion Initiatives

These funds can go toward planning, reporting, and community outreach to improve waste diversion. In 2019, this could include:

- An Industrial, Commercial, and Institutional (ICI) Waste Diversion strategy – \$150,000;
- Waste Characterization – The City conducts regular (bi-annual) composition studies of the waste disposed from all sectors. A study is planned for 2019 with a budget of \$165,000 and of that, Federation of Canadian Municipalities (FCM) is expected to cover \$60,000; and
- Environmental Grant, Waste Diversion Component – The Environment Grant is awarded to non-profit organizations for projects that align with the City's Strategic Goal of Environmental Leadership. It currently includes a \$10,000 water component and a \$10,000 general sustainability component. The City could add a waste diversion and reduction component starting in 2019 and fund it from MMSW.

Option 4 – Recovery Park Construction

Construction of Recovery Park requires an internal loan with an annual payback of \$1.15M with a phased 15-year pay back, as reported to City Council in August 2018 in the Recovery Park and Saskatoon Regional Waste Management Centre Project Revised Funding Plan report. The 2019 Preliminary Business Plan and Budget already includes \$380,000 funded by the property tax for year 1 of a 2 year phase in of \$770,000 to complete the phase in for debt repayments. City council has the option to utilize MMSW funds to reduce the property tax contribution in 2019, in 2020, or a combination of both years. If City Council chooses this option the amount chosen will be required annually for the full loan term. If the Recovery Park loan is paid back over 10 years, this repayment would increase to \$1.68M (as reported to City Council in the October 2018, Additional Information for Waste and Organics Cost and Funding report).

Option 5 – Funding towards the Landfill Replacement Reserve for future landfill projects

City Council could allocate some or all of the funding to the Landfill Replacement Reserve to help ensure adequate funding for landfill projects in the future.

Option 6 – Correcting the Waste Services funding shortfall

Waste Services has an unsustainable funding model with an annual operating deficit of approximately \$1.9M (as reported to City Council in the October 2018, Additional Information for Waste and Organics Cost and Funding report). This funding could be allocated to cover this deficit to avoid property tax increases. If City Council chooses to go forward with waste funding through a utility, this option could still be implemented, but would actually be an offset to the Waste Utility fee.

Option 7 – Reduce Property Taxes

City Council could choose to use unallocated MMSW funding to offset property taxes. This is not recommended as it will not necessarily further waste diversion or recycling efforts.

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**Financial Implications**

In 2019, the City could expect to receive \$2,730,000 from MMSW. The 2019 Preliminary Business Plan and Budget accounts for this revenue in the Waste Services Utility. Allocation of this funding could be applied as follows:

<b>Initiative</b>	<b>Funding Allocation</b>
MURR <sup>1</sup>	\$ 910,000
Curbside Recycling <sup>2</sup>	\$ 0
Compost Management Fee <sup>1</sup> (existing depots)	\$ 428,300
Transfer to Waste Minimization Reserve	\$1,391,700
<i>Recovery Park</i>	\$ 380,000
<i>Waste characterization</i>	\$ 105,000
<i>Environmental grant</i>	\$ 10,000
<i>ICI waste diversion planning</i>	\$ 150,000
<i>Curbside Organics (and potential PAYT) program implementation</i>	\$ 746,700
<b>TOTAL</b>	<b>\$2,730,000</b>

<sup>1</sup> Already included in the 2019 Preliminary Business Plan and Budget Book

<sup>2</sup> Administration notes that at least \$600,000 be allocated in 2020, but would not be required in 2019.

If approved, this allocation does not anticipate leaving a balance within the Waste Minimization Reserve at the end of the year. In 2020 (and beyond), MMSW funding is expected to increase slightly with city growth. Administration will review the sufficiency of the 2019 allocation and report back on recommendations for use of future funds placed in the Waste Minimization Reserve based on MMSW funding.

**Environmental Implications**

Ensuring that this funding is allocated toward recycling and waste diversion will help achieve positive environmental implications such as reduced use of raw resources and decreased greenhouse gas (GHG) emissions.

**Other Considerations/Implications**

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

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

A follow up report is expected by the end of 2019 updating Waste Diversion priorities and funding allocations for 2020 and beyond.

**Public Notice**

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

**Attachment**

1. MMSW Funding Allocation 2016-2018

**Report Approval**

Written by: Amber Weckworth, Education & Environmental Performance Manager

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

Approved by: Dan Willems, Acting General Manager, Corporate Performance Dept.

Admin Report - Multi-Material Stewardship Western Funding Update and Recommendations.docx

## MMSW Funding Allocation 2016-2018

The City of Saskatoon began receiving funding from Multi-Material Stewardship Western (MMSW) in 2016. As shown in Table 1 below, this funding was earmarked to offset the costs of the Multi-Unit Residential Recycling (MURR) Program. Funds were also used to cover operating costs for recycling depots and the green cart program, and surplus was transferred to the Waste Minimization Reserve.

Table 1. Multi-Material Stewardship Western Funding and Allocation for 2016 through 2017.

<b>RECEIVED FUNDING</b>	<b>2016</b>	<b>2017</b>	<b>2018*</b>
	\$1,268,700	\$1,284,800	\$1,284,800
<b>FUNDING ALLOCATION</b>	<b>2016</b>	<b>2017</b>	<b>2018*</b>
MURR	\$910,900	\$842,200	\$980,900
Waste Min Reserve**	\$155,800	\$204,700	
Recycling Depots and Green Cart program	\$201,900	\$200,000	
Contribution to Organics/PAYT program development			\$303,900

\*Projected for 2018

\*\*The Waste Minimization Reserve was used to fund the Industrial, Commercial, and Institutional Waste Strategy in 2018



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

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### **2018 Adjusted and 2019 Preliminary Prepaid Servicing Rates (Direct and Offsite)**

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

1. That an adjustment be approved to the 2018 Prepaid Service Rates, as submitted under Attachment 1 of the November 5, 2018 report of the A/General Manager, Transportation & Utilities Department; and,
2. That the Preliminary 2019 rates be set at the 2018 rates, and adjusted in late 2019 based on actual 2019 contract costs.

#### **History**

At the November 5, 2018 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the A/General Manager, Transportation and Utilities Department, dated November 5, 2018 was considered.

#### **Attachment**

November 5, 2018 report of the A/General Manager, Transportation and Utilities.

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## 2018 Adjusted, and 2019 Preliminary Prepaid Servicing Rates (Direct and Offsite)

### Recommendation

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

1. That an adjustment be approved to the 2018 Prepaid Service Rates, as submitted under Attachment 1; and,
2. That the Preliminary 2019 rates be set at the 2018 rates, and adjusted in late 2019 based on actual 2019 contract costs.

### Topic and Purpose

This report is to obtain City Council approval for the 2018 final adjusted Prepaid Service Rates, and to set the preliminary rates for 2019.

### Report Highlights

1. The Land Development Section of the Transportation & Utilities Department reviews and recommends rates for the installation of services on non-serviced land.
2. Annual rates are based on the previous year's costs, and are then adjusted near the end of the year in order to reflect accurate costs.
3. The 2019 rates will be set on the adjusted 2018 rates and will be similarly adjusted at the end of 2019.
4. The net overall effect for the 2018 year will be an increase of 1.5% for the residential prepaid service rates. Of this change, the net effect that impacts private developers that may utilize City direct rates is also an increase of approximately 1.5%.

### Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability as it will assure that the City of Saskatoon is recouping the cost of constructing municipal services on new land.

### Background

The City of Saskatoon's financial source of revenue for the construction of infrastructure in new areas within the city is the prepaid service rates. The prepaid service rates were established on the premise that new development should pay the cost of the services provided. City Council has resolved that general revenues are not to be used to fund the services covered by these rates.

The prepaid rates are divided into two major servicing categories: direct services, which benefit the frontage of new property; and offsite services, which benefit the neighbourhood or catchment area as a whole.

The Administration has prepared the rates with the understanding that shortfalls may be absorbed in the following year's process. The risk in this method is the possibility of a following year where limited construction is forecasted but shortfalls are evident. To mitigate this potential problem, the Administration attempts to wait for a considerable cross section of tenders to be awarded in order to arrive at a reasonable overall prepaid service rate.

The prepaid service rates were last approved on November 20, 2017. The Land Development Section has reviewed the actual 2017 costs of land developed by the City, as well as the 2018 tenders received to date and changes in standards, in order to establish the proposed adjustment to 2018 offsite and direct service rates.

The proposed rates were discussed with Saskatoon Land, Asset & Financial Management Department, as well as with the Developers' Liaison Committee. The Developers' Liaison Committee meets a number of times per year and is informed of various topics including possible changes to the prepaid service rates.

If City Council continues the policy, whereby, new development funds the entire cost of servicing new development, the proposed rate increases are required to meet projected and actual expenditures. The present rates do not reflect the cost of interest or carrying costs.

### **Report**

The City has awarded a majority of the planned tenders for construction of various services in 2018. This year's program will eventually entail awarding tenders for the partial direct servicing of parcels of land within the Aspen Ridge and Kensington neighbourhood; continued offsite service construction in various areas; as well as servicing within the Marquis Industrial area. Other direct service construction includes road and utility work not completed from previous contracts in the Aspen Ridge neighbourhood. Offsite service tenders will include arterial roadways construction along 33<sup>rd</sup> Street, Wanuskewin Road and McOrmond Drive, primary water mains on Taylor Street and Neault Road as well as trunk sewers in Aspen Ridge.

The offsite levies comprise services that are common to the entire neighbourhood or geographical catchment area. These services usually benefit a number of neighbourhoods and are derived from studies that encompass very large piping and roadway systems. The majority of the tenders have been awarded this year, and the cost analysis of these tenders, including information on construction costs from last year, are the basis for the prepaid service rates. The net overall inflationary pressures for new development have increased in 2018. These pressures include the full impact of the percentage and base in the Provincial Sales Tax (PST) along with changes in unit price components. Oil and gas prices including diesel fuel and asphalt, which are major components within the rates, started to increase last year and have increased markedly this year as verified by average Statistics Canada Industry Price Indexes. Contract unit prices, as reviewed within tenders, are slightly higher in many instances from last year's levels after adjusting for the change in the PST. It is assumed that contract prices will

stay fairly constant through most of the tendering process until capacity issues result in contract prices exceeding normal pricing patterns. Within the analysis of individual rates, changes have occurred. The effect of these changes will require an adjustment to the prepaid rates (Attachment 1).

The information provided below is a breakdown of the various services covered under the direct and offsite rates, reference 2018 Prepaid Service Rate Evaluation (Attachment 2) for complete details.

#### Water and Sewer Servicing

It is recommended that the general construction rate change by the following percentages, with similar changes noted within Attachment 2 for other zoning classifications:

Water and Sewer Mains	0.0%
Water and Sewer Connections	0.0%
Trunk Sewers	3.6%
Primary Water Mains	7.0%
Lift Stations	0.0%

#### Roadways

The net effect on the prepaid service rates for this category is as follows:

Grading	4.2%
Buffers	0.0%
Sidewalks and Curbing	9.4%
Paving	3.2%
Arterial Roadways	4.8%
Interchanges	0.0%
Lanes	0.0%

#### Utilities

The recommended change to the utility rates is as follows:

Street Lighting	23.3%
Gas Servicing	0.0%
Underground Electrical Servicing	-64.3%

#### Administration

The servicing fees for the administration of the land development program are increased each year in tandem with the changes to the standard collective agreement and the car allowance rate, where applicable. For 2018, the changes will be between 1.8 and 2.1%.

#### Parks and Recreation Levy, Community Centres

The Parks and Recreation Levy is a significant portion of the total offsite levies and is submitted as a separate report from the Community Services Department. The inclusion within this report is to illustrate completeness of the prepaid service rate schedule.

The levy for community centres has been implemented as a separate charge per residential neighbourhood, calculated on a front metre basis for all saleable property. This levy will also be reported on by the Community Services Department.

### **Options to the Recommendation**

One option would be to phase in the change in the rates. The Administration does not recommend this method as all costs for the various reserves would not be recouped for the 2018 program.

A second option would be to not change the prepaid rates. The Administration does not recommend this as it would increase pressure on the mill rate; prepaid service rates are expected to reflect the current cost of construction wherever possible; and a higher-than-normal increase would be required for next year's rates.

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

Public meetings are not held for the setting of the rates.

### **Communication Plan**

A communications plan to the public is not required. The rates were presented at a recent Developers' Liaison Committee meeting.

### **Financial Implications**

The financial impact of increasing the prepaid rates is to ensure the costs to prepare serviced lots for sale in Saskatoon is in equilibrium with the revenue generated from the sale of these lots. The overall prepaid service rates for the recovery of costs for residential property will change by 1.5%.

### **Environmental Implications**

There are no environmental implications in changing the prepaid service rates. The process of servicing land has negative greenhouse gas emission implications. The overall environmental impacts of development have not been quantified at this time.

### **Other Considerations/Implications**

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

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

The rates are approved by City Council each year and will be reviewed and presented again in one year.

### **Public Notice**

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

### **Attachments**

1. 2018 Adjusted Residential Prepaid Service Rates
2. 2018 Prepaid Service Rate Evaluation

**Report Approval**

Written by: Daryl Schmidt, Land Development Manager  
Reviewed by: Celene Anger, Director of Construction & Design  
Approved by: Angela Gardiner, Acting General Manager, Transportation &  
Utilities Department

Admin Report - 2018 Adjusted and 2019 Preliminary Prepaid Servicing Rates (Direct and Offsite).docx

**SCHEDULE I****2018 ADJUSTED RESIDENTIAL PREPAID SERVICE RATES**

Application:

All lots and/or parcel having an area less than 1,000 square metres and zoned R1, R1A, R1B, R2, RMHC, RMHL, R2A, RM1, RM2. RMTN, RMTN1 < 40 metres in depth.

**Cost Per Front Metre:**

		2017 Final Rates	Proposed 2018 Rates	% Change
<b>Direct Services:</b>				
1.	Water Mains, Sanitary Sewer Mains, and Storm Sewer Mains	\$1,573.50	\$1,573.50	0.0
2.	Grading	435.65	453.95	4.2
3.	Sidewalks	406.60	444.80	9.4
4.	Paving	975.35	1006.60	3.2
5.	Street Lighting	79.10	97.50	23.3
Subtotal Direct Services		3470.20	3576.35	3.1
<b>Offsite Services:</b>				
1.	Trunk Sewer Levy	621.45	643.70	3.6
2.	Primary Watermain Levy	154.90	165.70	7.0
3.	Arterial Road Levy	585.50	613.50	4.8
4.	Interchange Levy	101.00	101.00	0.0
5.	Parks and Recreation Levy	407.00	420.85	3.4
6.	Buffers	39.70	39.70	0.0
7.	Signing and Signals	16.90	17.50	3.6
8.	Fencing	11.75	11.75	0.0
9.	Planning	16.35	16.70	2.1
10.	Municipal Administration	11.90	12.15	2.1
Subtotal Offsite Services		1966.45	2042.55	3.9
<b>TOTAL</b>		<b>\$5,436.65</b>	<b>\$5,618.90</b>	<b>3.4</b>
<b>Others: (Where Applicable)</b>				
1.	Water and Sewer Connection (per lot)	\$4,214.25	\$4,214.25	0.0
2.	Lift Station Levy (where applicable)	100.35	100.35	0.0
3.	Inspection (Private Development)	19.95	20.30	1.8
4.	Long Term Warranty	17.25	18.75	8.7
5.	Lanes (Where Applicable)	274.90	274.90	0.0
6.	Telephone/Gas (per City lot)	1729.00	1729.00	0.0
7.	Electrical Servicing (per lot)	1847.00	659.00	-64.3
8.	Servicing Agreement Fee	2510.00	2561.00	2.0
9.	Community Centres (per neighbourhood)			

## SCHEDULE II

### 2017 ADJUSTED INSTITUTIONAL, COMMERCIAL AND SCHOOL

#### PREPAID SERVICE RATES

Application:

All lots and/or parcels zoned M1, M2, M3, M4, MX, B1A, B1, B2, B3, B4, B5, B6, DCD1, B1A, B1B, B4A, B5B, B5C, B1, B2, B3, B4, B5, B6, RA, RM3, RM4, RM5. RMTN, RMTN1 > 40 metres in depth.

All lots having an area greater than 1,000 metres and zoned R1, R1A, R2, R2A, RMHC, RMHL, RM1, RM2, AG, FUD, APD, PUD, PPD.

All lots and/or parcels zoned contract zoning and located in a Residential, Commercial or Institutional Subdivision.

Cost Per Front Metre:

	2017 Final Rates	Proposed 2018 Rates	% Change
<b>Direct Services:</b>			
1. Water Mains, Sanitary Sewer Mains, and Storm Sewer Mains	\$1,967.70	\$1,967.70	0.0
2. Grading	570.30	594.25	4.2
3. Sidewalks	692.15	757.20	9.4
4. Paving	2258.20	2330.60	3.2
6. Street Lighting	90.95	112.10	<u>23.3</u>
Subtotal Direct Services	5579.30	5761.85	3.3
<b>Offsite Services:</b>			
1. Trunk Sewer Levy	874.75	906.05	3.6
2. Primary Watermain Levy	154.90	165.70	7.0
3. Arterial Road Levy	585.50	613.50	4.8
4. Interchange Levy	202.00	202.00	0.0
5. Parks and Recreation Levy	407.00	420.85	3.4
6. Buffers	39.70	39.70	0.0
7. Signing and Signals	16.90	17.50	3.6
8. Fencing	11.75	11.75	0.0
9. Planning	16.35	16.70	2.1
10. Municipal Administration	11.90	12.15	<u>2.1</u>
Subtotal Offsite Services	2320.75	2405.90	<u>3.7</u>
<b>TOTAL</b>	<b>\$7,900.05</b>	<b>\$8,167.75</b>	<b>3.4</b>
<b>Others: (Where Applicable)</b>			
1. Lift Station Levy (where applicable)	\$100.35	\$100.35	0.0
2. Inspection (Private Development)	19.95	20.30	1.8
3. Long Term Warranty	17.25	18.75	8.7
4. Lanes (Where Applicable)	274.90	274.90	0.0
5. Servicing Agreement Fee	2510.00	2561.00	2.0
6. Community Centres (per neighbourhood)			

## SCHEDULE II - Continued

### Notes:

- a) Parcels over 60 metres in depth.

Charges are assessed on an area basis at the rate of 169 front metres per hectare for underground services, area grading, arterial roads, interchanges and the parks & recreation levy.

Area rate:  $169 \times \$4,870.05 = \$823,038.45$  per hectare.

A charge for Community Centres is also calculated on an area basis for parcels greater than 60 metres in depth. The rate varies based on the size of the neighbourhood.

- b) School property is assessed for prepaid services at the same rates as Institutional and Commercial for all items except the Trunk Sewer Levy. The trunk Sewer Levy rate for schools is the same as the Residential Trunk Sewer Levy, therefore:

1) For parcels less than 60 metres in depth, the total rate for underground services, area grading, arterial roads, interchanges, and parks and recreation is \$4,607.70 per front metre.

2) For parcels greater than 60 metres in depth, the total rate for underground services, area grading, arterial roads, interchanges, and parks and recreation is  $169 \times \$4,607.70 = \$778,701.30$  per hectare.

- c) Water and Sewer Service connection costs are not included. The owner is responsible for installation of the required connections at his own expense.
- d) Institutional, Commercial and School Buildings are subject to a connection fee based on calculated electrical demand.

**SCHEDULE III****2017 ADJUSTED INDUSTRIAL PREPAID SERVICE RATES****PREPAID SERVICE RATES**

Application:

All lots and/or parcels zoned IL1, IL2, IL3, IB, IH, IH2, AM, AG, FUD, DCD2.

All Lots and/or parcels zoned contract zoning and located in an Industrial Subdivision.

Cost Per Front Metre:

		2017 Final Rates	Proposed 2018 Rates	% Change
<b>Direct Services:</b>				
1.	Water Mains, Sanitary Sewer Mains, and Storm Sewer Mains	\$1,513.35	\$1,513.35	0.0
2.	Grading	630.20	656.65	4.2
3.	Curbing & Boulevards	211.70	284.65	34.5
4.	Paving	1655.80	1722.75	4.0
5.	Street Lighting	82.45	102.35	24.1
Subtotal Direct Services		4093.50	4279.75	4.5
<b>Offsite Services:</b>				
1.	Trunk Sewer Levy	1320.00	1367.25	3.6
2.	Primary Watermain Levy	235.70	252.00	6.9
3.	Arterial Road Levy	632.50	662.75	4.8
4.	Interchange Levy	131.30	131.30	0.0
5.	Parks Levy	40.38	40.38	0.0
6.	Buffers	8.00	8.00	0.0
7.	Street Signing and Traffic Controls	14.25	14.80	3.9
8.	Fencing	11.75	11.75	0.0
9.	Planning	19.70	20.10	2.0
10.	Municipal Administration	11.90	12.15	2.1
Subtotal Offsite Services		2425.48	2520.48	3.9
<b>TOTAL</b>		<b>\$6,518.98</b>	<b>\$6,800.23</b>	<b>4.3</b>
<b>Others: (Where Applicable)</b>				
1.	Lift Station Levy (where applicable)	100.35	100.35	0.0
2.	Inspection (Private Development)	28.10	28.60	1.8
3.	Long Term Warranty	23.00	25.00	8.7
4.	Lanes (Where Applicable)	274.90	274.90	0.0
5.	Servicing Agreement Fee	2510.00	2561.00	2.0

### **SCHEDULE III - Continued**

#### **Notes:**

- a) Water and Sewer Service connection costs are not included. The owner is responsible for installation of the required connections at his own expense.
- b) Industrial buildings are subject to a connection fee based on calculated electrical demand for electrical service.
- c) Lots over 88 Metres in Depth (underground)

Charges are assessed on an area basis at the rate of 113 front metres per hectare for underground services, area grading, arterial roads, interchanges and the parks levy.

Area rate:  $113 \times \$4,623.68 = \$522,475.84$  per hectare.

## 2018 – Prepaid Service Rate Evaluation

### Water and Sewer Servicing

#### Water and Sewer Mains, Trunk Sewers, Primary Water Mains and Lift Stations

- 1) Water, Sewer Mains and Service Connections – A small tender was awarded for construction of services within the Kensington neighbourhood with limited information available. Two large tenders are expected to be awarded later this year and next spring for construction occurring in 2019. Information from those tenders in both Aspen Ridge and Brighton will be used to set rates for the following year. No changes are currently recommended for the water and sewer direct service rates.
- 2) Trunk Sewers and Primary Watermains – primary water mains include the larger piping systems that serve entire neighbourhoods, typically equal or greater than 400 mm in size. Primary water mains have, in most cases, lagged initial development and may include a variety of components that are not necessarily utilized consistently for each job, such as pumped drain structures or concrete bulkheads. A common component is piping, however, this can also vary between sizes, material type, construction required through pavement structures or undeveloped land. We are monitoring some of the components that are utilized in water and sewer construction and have noted that plastic polyethylene has increased by 6.2% last year and a further 3.3% this year. Depending on the size and the length of individual pipes needed in any one contract, different types of piping materials are utilized. In 2018 we are constructing two projects that include various sizes of piping. No change in the primary watermain levy rate was implemented in 2017, however, from information obtained from the existing contracts in 2018 a change of 7% is projected for 2018.

Trunk sewers are essential for all sectors and include ponding and piping systems that can include storm pipes up to 3.0m in size and sanitary sewers of 1.2m in diameter constructed 14m deep. The Transportation and Utilities Department has extensive studies and includes large geographic catchment areas to determine the overall city wide rates. Within the Administration's studies, sanitary and storm sewer piping comprises 74.7% of the trunk sewer levy cost. The remaining 25.3% of the levy funds storm ponds, where the primary cost is the excavation of large amounts of earth material. In addition this year the Department undertook a very large study that analysed the City's growth plans to a population level of 500,000 and also 1,000,000 people. From an evaluation of prices and our studies, an estimate for trunk sewer pricing was derived. This information, along with information from Statistics Canada for items included for these types of projects used during construction derives the trunk sewer rate. One of the industry prices reported by Statistics Canada that is starting to have an effect on almost all prepaid service rates is the price of diesel

fuel. The index for diesel fuel, which is primarily used in most land development equipment has increased on the prairies by 37% over the last 12 months. The offsite service levies strive to fund the most economical service possible based on functionality, approved standards and long term maintenance costs. The open trenching method, which has been used a number of times before in Saskatoon, and is the cheapest method for most piping installations, is primarily utilized. From the results of past information and current cost curves and studies the trunk sewer rate is recommended to increase by 3.6%.

- 3) Lift Stations – This is a smaller levy that funds the construction of lift stations within specific neighbourhoods that utilize lift station services. The lift station levy is charged only on neighbourhoods that require this service. No lift stations currently are needed within the Industrial area of the City. No changes are suggested for the lift station levy in 2018.

Taken as a whole, the net price change for various services and calculated frontages has resulted in an adjustment for 2018. It is recommended that the general construction rate change by the following percentages, with similar changes noted within Attachment 1 for other zoning classifications:

Water and Sewer Mains	0.0%
Water and Sewer Connections	0.0%
Trunk Sewers	3.6%
Primary Water Mains	7.0%
Lift Stations	0.0%

## **Roadways**

### **Grading, Sidewalks, Paving, Lanes, Buffers, Fencing and Arterial Roadways**

The 2018 program is primarily within the residential neighbourhood of Aspen Ridge and the Marquis Industrial area where road construction is currently being constructed. Additionally the final two lanes of 33<sup>rd</sup> Street arterial roadway was tendered. Areas of noted significance are as follows:

- 1) Grading and Buffers – This component involves the excavation, transportation and placement of large quantities of dirt to facilitate the overall drainage pattern within a development area. In 2018 various earthwork projects were analysed in Kensington and Brighton as well as stripping, fine grading and seeding involving six projects. Embankment costs continued to be in a rising band over the last number of years. In 2017 we reported that excavation prices had increased in a range up to \$5.00 per cubic metre which was above the prices experienced in 2016 of \$2.97 to \$4.20 per cubic metre. This year we are seeing prices between \$4.50 and \$6.40. This is above the range when we last increased the grading rate in 2014. The grading rate is recommended to increase by 4.2%.

The main components within the Buffer levy are berming which also utilizes the movement of earth material. As noted previously, excavation costs have been

rising while seeding has been stable. The net effect will be to leave the buffer rate the same this year.

- 2) Sidewalk and Curbing – This service is normally tendered as part of the overall roadway contract. Unit prices experienced in a number of contracts are competitive, however, prices in general have increased. The price of a standard combined sidewalk and curb has increased substantially since 2012 when this rate was last changed. Prices constantly fluctuate, however, a sidewalk constructed in 2018 is approximately 31% greater than in 2015. In 2018 unstable subgrade was experienced in the Aspen Ridge neighbourhood. This resulted in the need to place gravel base material beneath the sidewalk to assure a proper foundation which increased the price of sidewalks by \$15.00 per lineal metre. This measure is not a permanent change in standards and will be monitored in the future to determine the effectiveness in mitigating cracks and other failures experienced previously with poor quality elastic soils. Different components are included within residential versus multi-family/commercial areas, which are then blended together in arriving at a rate for each classification. As a result, the multi-family/commercial rate, used primarily in suburban areas and on collector roadways, is traditionally 1.7 times greater in cost than the residential rate. In both 2017 and 2018, the expected ratio of the amount of construction between the more expensive separate walk and curb collector street application versus the less expensive local combined walk and curb was lower than normal. When this occurs, as in this year, amounts are applied to normalize the amount of each sidewalk component. The Active Transportation Plan for industrial areas includes sidewalks which has not been incorporated within our rates previously. As an implementation plan combined sidewalk and curbs were tendered this year for construction within the Marquis industrial area. The net result was an increase in the Industrial rate of 34.5%. The residential/commercial rates are recommended to increase by 9.4%.
- 3) Paving, Lanes, Arterial Roadways and Interchanges – Unit prices from the Marquis Industrial, Aspen Ridge and 33<sup>rd</sup> street Arterial roadway project were analysed this year. These projects were used to arrive at the arterial roadway and paving rates, as well as an analysis of frontage from various neighbourhoods.

An analysis was performed and costs were averaged between local residential roadways and multi-family/commercial rates. The amount of multi-family/commercial roadways constructed this year in Aspen Ridge, as a ratio to narrower residential roads, is different than the historical average and will result in additional adjustments being applied. Prices as a whole for this component have increased from the lower levels experienced in 2015 & 2016 for residential and commercial properties as well as arterial roadways. As reported last year asphalt prices have continued to move higher and on average we have experienced an 8.5% increase. Statistics Canada noted that during the last 12 month period in general, asphalt has increased 22.8% while emulsions have increased 6.8%. The City has been somewhat sheltered from these increases

probably because we have had additional contractors bidding on many of our projects. The net result after considering contract costs and available frontage is a recommended increase in our rates of 3.2% to 4.8% for paving and arterial roadways. Lane costs have also increased, however, the lane rate this year is benefitting from a higher frontage ratio in the area where lanes are being constructed and consequently no increase is required.

The interchange levy is one source of funding for the construction of interchanges where the construction benefits new land development. Within the Administration's study areas, costs have been extrapolated to determine a projected value for nine interchanges identified as requiring funding from the interchange levy. Information from the interchanges under construction at McOrmond and Boychuk Drive were previously analysed and a change in the rate was determined last year. The City traffic model is currently being studied further to update the amount of traffic generated from future growth. No change has been implemented for interchanges in 2018.

The net effect on the prepaid service rates for this category is as follows:

Grading	4.2%
Buffers	0.0%
Sidewalks and Curbing	9.4%
Paving	3.2%
Arterial Roadways	4.8%
Interchanges	0.0%
Lanes	0.0%

## **Utilities**

### **Street Lighting, Gas and Underground Electrical**

City developed land includes a prepaid levy for street lighting, gas and underground electrical servicing. Private developers contract directly with the respective crown corporation for telephone and gas servicing. A data base exists that includes three decades of street lighting service applications where costs and revenues are tracked. Street lighting service is provided exclusively from Saskatoon Light & Power. Labour costs represent a predominate portion of the street lighting rate which will have changed in 2018. Material price changes have been minimal this year with a small increase in the price of copper utilized in cable. Saskatoon Light and Power conducts servicing in the same administrative manor as other utilities. This entails preparing a fixed quotation for the particular area or phase that is being developed. They have reported that their cost model needs to be revised to allow them to breakeven for street lighting servicing. Specifically they have taken into account the additional items that are adding to the price of street lighting including the cost of constructing street lights usually during winter months after electrical servicing is installed, mobilization to the sites a number of times, and also projects carried over to future years. As a result the recommendation is for an increase in the rate of 23.3% for 2018.

The Saskatchewan Energy Corporation provides natural gas servicing to all classifications of property. The gas servicing levy is composed of a header allocation charge that is calculated by the utility for each neighbourhood, as well as a gas distribution charge. Sask Energy absorbs a portion of these costs by applying a capital contribution investment charge of \$1,145 per lot which has not changed this year. Sask Energy also charges a lane stubbing cost of \$1,200 per lot. In 2018 a majority of the city developed residential property will include lane lots. The rate was adjusted last year to take into account current lane construction and no additional increase is required for this year's program.

New underground electrical service within Saskatoon is almost entirely provided by the Saskatchewan Power Corporation. In 2018, a number of applications have been received for underground electrical servicing. Both the crown corporation and the City also provide a \$1,300 per lot capital contribution in each of their respective franchise areas, however, Sask Power almost exclusively provides residential servicing. Sask Power has dramatically reduced the cost of servicing by renegotiating servicing agreements with other utilities that share services in the same trench. This rate has a tendency to increase in cost quicker than other rates over time due to the overall cost increasing and the subsidized portion such as the capital contribution and the fixed trench agreements not changing which is absorbed through the rate. For this year, however, with the new shared trenching agreement the Administration's model indicates that the current rate may be decreased for 2018 to \$659.00 per lot or -64%.

The recommended change to the utility rates is as follows:

Street Lighting	24.1%
Gas Servicing	0.0%
Underground Electrical Servicing	-64.3%

## **Administration**

### **Planning, Municipal Administration, Servicing Agreement Fees, Inspection**

The servicing fees for the administration of the land development program are increased each year in tandem with the changes to the standard collective agreement and the car allowance rate, where applicable. For 2018, the change is between 1.8 and 2% for these services.

### **Parks and Recreation Levy, Community Centres**

The Parks and Recreation Levy is a significant portion of the total offsite levies and is submitted as a separate report from the Community Services Department. The inclusion within this report is to illustrate completeness of the prepaid service rate schedule.

The levy for community centres has been implemented as a separate charge per residential neighbourhood, calculated on a front metre basis for all saleable property. This levy will also be reported on by the Community Services Department.



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

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### **Parks and Recreation Levy and Community Centre Levy – Rates - 2018**

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

1. That adjustments to the 2018 Parks and Recreation Levy rate, as outlined in the November 5, 2018 report of the General Manager, Community Services Department, be approved; and
2. That the 2018 Community Centre Levy rates for each developing neighbourhood, as outlined in the November 5, 2018 report of the General Manager, Community Services Department, be approved.

#### **History**

At the November 5, 2018 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services Department, dated November 5, 2018 was considered.

#### **Attachment**

November 5, 2018 report of the General Manager, Community Services Department

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## Parks and Recreation Levy and Community Centre Levy - Rates - 2018

### Recommendation

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

1. That adjustments to the 2018 Parks and Recreation Levy rate, as outlined in this report, be approved; and
2. That the 2018 Community Centre Levy rates for each developing neighbourhood, as outlined in this report, be approved.

### Topic and Purpose

The purpose of this report is to provide an overview of the proposed 2018 rates for both the Parks and Recreation Levy and the Community Centre Levy.

### Report Highlights

1. The proposed 2018 Parks and Recreation Levy rates have been adjusted to reflect the changes for park construction costs.
2. The proposed 2018 Community Centre Levy rates have been adjusted to reflect the changes in the cost of land.

### Strategic Goal

Under the Strategic Goal of Quality of Life, this report supports the long-term strategy of ensuring existing and future leisure centres and other recreation facilities are accessible, physically and financially, and meet community needs.

### Background

The City of Saskatoon (City) established the Parks and Recreation Levy as a means to fund neighbourhood local parks (including core neighbourhood parks, neighbourhood pocket parks, village squares, and linear parks), district parks, multi-district parks, and approved recreation facilities.

At its August 15, 2012 meeting, City Council approved a single, blended City-wide formula for the calculation of the Community Centre Levy, beginning with the Kensington neighbourhood and all new neighbourhoods. The calculation of the Community Centre Levy is based on the year-to-year cost of acquiring 8.0 acres of potential school-site property in each developing neighbourhood.

### Report

#### Parks and Recreation Levy

The proposed 2018 Parks and Recreation Levy rate includes a \$13.85 per front metre (3.4%) increase. Table 1 summarizes the proposed Parks and Recreation Levy rate changes for 2018.

Table 1: Parks and Recreation Levy Rate Changes

	<b>2017 Approved Rate</b>	<b>2018 Proposed Rate</b>	<b>Rate Change</b>
Neighbourhood Parks	\$275.75	\$284.20	<b>\$ 8.45</b>
District Parks	\$103.30	\$107.30	<b>\$ 4.00</b>
Multi-District Parks	\$ 27.95	\$ 29.35	<b>\$ 1.40</b>
<b>Total</b>	<b>\$407.00</b>	<b>\$420.85</b>	<b>\$13.85</b>

The increase in the neighbourhood and district parks rate relates to the increase in park construction due to the Provincial Sales Tax (PST) changes. The change in the multi-district park rate is for the addition of a Satellite Maintenance Building in the Elk Point neighbourhood.

Satellite Maintenance Buildings are an essential element of new park development and, as such, require funding from the Parks and Recreation Levy. The Satellite Maintenance Building in Elk Point will serve to support the recommendations from the Parks' Civic Service Review by localizing maintenance activities to improve staff and equipment productivity, customer service, and employee safety.

#### Community Centre Levy

Calculation of the Community Centre Levy is based on the cost of acquiring 8.0 acres of land for potential school-site property in each developing neighbourhood. The proposed Community Centre Levy rates are summarized in Table 2.

Table 2: Community Centre Levy Rate Changes

	<b>2017 Approved Rate</b>	<b>2018 Proposed Rate</b>	<b>Rate Change</b>
Rosewood Neighbourhood	\$140.65	\$107.50	<b>(\$33.15)</b>
Stonebridge Neighbourhood	\$123.30	\$123.30	<b>\$ 0.00</b>
Evergreen Neighbourhood	\$192.10	\$192.10	<b>\$ 0.00</b>
Future Neighbourhoods	\$186.00	\$165.00	<b>(\$21.00)</b>

The Community Centre Levy rates for the Rosewood, Stonebridge, and Evergreen neighbourhoods were established based on individual neighbourhoods before the single, blended rate policy changed. Each of these neighbourhoods has a unique rate, primarily due to variations in the size of the neighbourhoods. With amendments to the Rosewood Neighbourhood Concept Plan and no change to the determined cost that is being collected, the Community Centre Levy rate for Rosewood can be reduced from \$140.65 to \$107.50 per front metre.

The Community Centre Levy rate for future neighbourhoods will be applied to new neighbourhoods, including Kensington, Brighton, Elk Point, Aspen Ridge, and all future neighbourhoods. The proposed 2018 Community Centre Levy rate of \$165.00 has been adjusted from \$186.00 to reflect the changes in the cost of land.

### **Options to the Recommendation**

City Council could choose to not approve the recommendation; further direction would then be required.

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

The new levy rates were tabled for comments with the land developers during the October 11, 2018 Developers Liaison Committee meeting. The land developers asked questions and received clarification on the proposed Parks and Recreation Levy and Community Centre Levy rates adjustments.

### **Communication Plan**

A communication plan is not applicable, as the land developers have been informed of the proposed 2018 rates for both the Parks and Recreation Levy and the Community Centre Levy. Of note, these rates came into effect January 1, 2018, and any servicing work that has been charged at 2017 rates will be adjusted. Although servicing work is primarily done in the spring and summer, most of the billing occurs later in the year.

### **Financial Implications**

The financial implications have been outlined in this report.

### **Other Considerations/Implications**

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

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

No follow-up is required at this time.

### **Public Notice**

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

### **Report Approval**

Written by: Brad Babyak, Section Manager, Open Space Programming and Development

Reviewed by: Lynne Lacroix, Director of Recreation and Community Development

Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2018/RCD/PDCS – Parks and Rec Levy and Community Centre Levy – Rates – 2018/lc



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

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### **Stand-Alone Funding Agreements for 2019**

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

1. That the request for a one-year extension of the current funding agreements with Stand-Alone Grant recipients, subject to 2019 budget, be approved; and
2. That the City Solicitor prepare the appropriate funding agreements in accordance with the terms set out in the November 5, 2018 report of the General Manager, Community Services Department for 2019, and that the Mayor and City Clerk be authorized to execute the Agreement on behalf of the City of Saskatoon.

#### **History**

At the November 5, 2018 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services Department, dated November 5, 2018 was considered.

#### **Attachment**

November 5, 2018 report of the General Manager, Community Services Department

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## Stand-Alone Funding Agreements for 2019

### Recommendation

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

1. That the request for a one-year extension of the current funding agreements with Stand-Alone Grant recipients, subject to 2019 budget, be approved; and
2. That the City Solicitor prepare the appropriate funding agreements in accordance with the terms set out in this report for 2019, and that the Mayor and City Clerk be authorized to execute the Agreement on behalf of the City of Saskatoon.

### Topic and Purpose

The purpose of this report is to provide City Council with one-year funding requests from the current recipients of the non-competitive, City Council-directed, stand-alone grants, and the Administration's recommendation to continue with the current level of funding.

### Report Highlights

1. Four stand-alone grant recipients (Grant Recipients) provide valuable programs and services to the residents of Saskatoon.
2. The Administration is recommending that 2019 funding to the Grant Recipients remain at the 2016-2018 level.
3. The Administration is moving the formalized process for receiving and approving funding requests for the Stand-Alone Grant Program from three-year grants to four-year grants so as to align with the City of Saskatoon's (City) four-year budget cycle.
4. Administration is considering moving two Grant Recipients from the current stand-alone grant agreements to one of the existing grant programs which have a purpose that is consistent with the mandate of these two Grant Recipients.

### Strategic Goal

Under the Strategic Goal of Quality of Life, this report aligns with the long-term strategy of supporting community building through direct investment, community development expertise, and support to volunteers on civic boards and committees.

### Background

At its November 24, 2014 meeting, City Council considered a report from the Administration recommending a defined, transparent, and consistent process for receiving and reviewing funding requests from Grant Recipients and approved, in part, the following:

“That the process for approving non-competitive City Council directed grants (stand-alone grants), as set out in the November 3, 2014 report of the General Manager, Community Services Department, be approved.”

The report also recommended multi-year funding agreements for stand-alone grants and a formal application and accountability process for ongoing funding requests.

A new formalized process for receiving and approving funding requests for the Stand-Alone Grant Program was approved in 2014 for implementation in the 2016 fiscal year. This process facilitated three-year funding agreements for Grant Recipients, for the period 2016 to 2018.

## **Report**

### **Four Stand-Alone Grant Recipients**

Stand-Alone Grant recipients are those that have traditionally approached City Council directly to request new and/or additional funding for a variety of reasons, ranging from an identified need in the community, to loss of other funding/revenue streams. By way of their history and/or the uniqueness of the service they provide, their funding is not considered through a defined City-grant program; therefore, they are given the stand-alone status. Of note, since 2016, the four Grant Recipients have been eligible for multi-year funding. The four recipients are:

- a) Saskatoon Crisis Intervention Services;
- b) Saskatoon Downtown Youth Centre Inc. – EGADZ;
- c) Wanuskewin Heritage Park; and
- d) Saskatchewan Health Authority (formerly Saskatoon Health Region), for supports to the Brief/Social Detox Unit.

Attachment 1 provides a summary of the work that each of the four Grant Recipients carry out in the community, as well as a history of their relationship with the City, including funding levels.

### **2019 funding to Grant Recipients**

As a condition of their funding, Grant Recipients provide the City with an annual program report, a report on outcomes, audited financial statements, and an indication of insurance. All four Grant Recipients have complied with these requirements and in addition have demonstrated that:

- a) their work aligns with the City’s vision and strategic priorities;
- b) they have a proven track record to successfully deliver programs; and
- c) they leverage the City funds for other funding.

Administration is recommending that the annual funding amounts for the 2016 to 2018 period be extended to the four organizations in 2019:

<b>Agency</b>	<b>2019 Funding</b>
Saskatoon Crisis Intervention Services	\$125,200
Saskatoon Downtown Youth Centre Inc. - EGADZ	\$120,000
Wanuskewin Heritage Park	\$184,000
Saskatchewan Health Authority – Brief/Social Detox Unit	\$100,000

#### Moving to Four Year Grants

The Administration is moving the formalized process for receiving and approving funding requests for the Stand-Alone Grant Program from three-year grants to four-year grants in order to align with the City's forthcoming four-year budget cycle. After completing one-year agreements for 2019, the Grant Recipients will be able to apply for two-year agreements for the years 2020 to 2021. In 2021 they will be able to apply for four-year agreements for the years 2022 to 2025. Any increases to funding can then be considered by City Council for the 2020 to 2021 agreements and then again for the 2022 to 2025 agreements.

#### Moving Two Grant Recipients to Existing Grant Programs

There is an opportunity to move Wanuskewin Heritage Park and Saskatoon Downtown Youth Centre Inc. - EGADZ into existing City grant programs in order to further the goals of the Culture Plan and capture those organizations who hold a unique partnership with the City. To qualify, an organization must provide additional services to the City, beyond their core mandate, through the stewardship of an asset, such as a significant heritage site or building that is used by the community, and/or by advancing wider City goals and priorities related to quality of life. Wanuskewin Heritage Park meets these criteria and will be moved into the newly created Cultural Partners category of the Culture Grant Program. While they will follow the same timelines for funding requests to City Council as the Stand-Alone Grants, by being in this new category, their funding will be considered within the context of the City's overall strategy to cultural investments.

It is anticipated that once the review of the Cash Grant Social Services program is complete, Saskatoon Downtown Youth Centre - EGADZ will likely move into the Flagship Agencies Category of the Cash Grant Social Services program.

Due to the unique nature of their relationship with the City, primarily with Saskatoon Police Services, Saskatoon Crisis Intervention Services and the Saskatchewan Health Authority – Brief/Social Detox Unit will continue to receive funding through stand-alone grants.

### **Options to the Recommendation**

City Council may choose to recommend a level of funding increase or decrease or possibly to discontinue funding to the four Grant Recipients in 2019. Any option to reduce or eliminate funding would have an impact on the services and programs these organizations provide in the community.

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

The four Grant Recipients have been informed of the proposed terms of the 2019 funding agreement and will also be provided a copy of this report.

### **Financial Implications**

The 2019 Business Plan and Budget includes funding for all four Grant Recipients at the levels identified in this report.

### **Other Considerations/Implications**

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

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

The Administration will follow up with the four Grant Recipients upon the outcome of City Council's decision. The Administration will also engage the four Grant Recipients in February 2019 regarding the 2020 to 2021 agreements.

### **Public Notice**

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

### **Attachment:**

1. Stand Alone Grant Recipients Related to 2019 Funding

### **Report Approval**

Written by: Kevin Kitchen, Manager, Community Development  
Reviewed by: Lynne Lacroix, Director of Recreation and Community Development  
Approved by: Randy Grauer, General Manager, Community Services

S:/Reports/2018/RCD-PDCS - Stand-Alone Funding Agreements for 2019./gs

## Stand-Alone Grant Recipients Related to 2019 Funding

Organization	Strategic Alignment	Mandate/Vision	City of Saskatoon's (City) Role	Funding History with the City
<b>Saskatoon Crisis Intervention Service</b>	Quality of Life	<p>Crisis resolution for people in distress.</p> <p>Quality and timely crisis intervention service for all Saskatoon citizens.</p>	Founding board member and funder - the City is represented on the board by Saskatoon Police Services.	<p>Current funding level - annual operating grant of \$125,200.</p> <p>Overview of City funding:  1997 - \$63,800  2000 - \$88,800  2004 - \$113,820  2007 - \$125,200</p>
<b>Saskatoon Downtown Youth Centre Inc. - EGADZ</b>	Quality of Life	<p>Every child grows up to become a contributing citizen.</p> <p>A community based, non-profit charitable organization that provides programs and services to children, youth, and their families to help them make healthy choices that improve their quality of life.</p>	Founding board member and funder - the City is represented on the board by civic Administration.	<p>Current funding level - annual operating grant of \$120,000.00</p> <p>Tax Abatement through Cash Grant Social Program</p>
<b>Wanuskewin Heritage Park</b>	<p>Quality of Life</p> <p>Environmental Leadership</p> <p>Culture Plan</p>	<p>To advance the understanding and appreciation of the evolving cultures of the Northern Plains Indigenous Peoples.</p> <p>Wanuskewin will be the living reminder of the peoples' sacred relationship with the land.</p> <p>Wanuskewin will be a centre of excellence in education, interpretation and expression of Indigenous heritage and art.</p>	Founding partner and funder - the City is currently represented on the board by one City Councillor.	<p>Current funding level - annual operating grant of \$184,000.</p> <p>Overview of City funding:  1989 to 1991 - \$300,000  1992 - \$200,000  1999 - \$212,000  2000 - \$184,000</p>
<b>Saskatchewan Health Authority</b>	Quality of Life	The Brief Detox Unit (BDU) is a 12 bed unit which provides a safe place to stay for a short period of time to rest and recover from intoxication or drug abuse.	Annual funder	<p>Current funding level - annual program contribution of \$100,000 to the Brief Detox Unit.</p> <p>Overview of City funding:  2004 to 2018 - \$100,000 annually.</p>



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

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### **Proposed Replacement of Sports Participation Grant and Amendments to Policy No. C03-003, Reserves for Future Expenditures**

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

1. That the Sports Participation Grant be replaced by a Sport Projects Grant; and
2. That Policy No. C03-003, Reserves for Future Expenditures, be amended as outlined in the November 5, 2018 report of the General Manager, Community Services Department.

#### **History**

At the November 5, 2018 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services Department, dated November 5, 2018 was considered.

#### **Attachment**

November 5, 2018 report of the General Manager, Community Services Department

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## **Proposed Replacement of Sports Participation Grant and Amendments to Policy No. C03-003, Reserves for Future Expenditures**

### **Recommendation**

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

1. That the Sports Participation Grant be replaced by a Sport Projects Grant; and
2. That Policy No. C03-003, Reserves for Future Expenditures, be amended as outlined in this report.

### **Topic and Purpose**

The purpose of this report is to provide an overview of the changing trends for grant supports to sport organizations and to request approval to replace the Sports Participation Grant with a Sport Projects Grant and change Policy No. C03-003, Reserves for Future Expenditures, to reflect the addition of the Sport Projects Grant.

### **Report Highlights**

1. A review of the Sports Participation Grant was completed in 2017 to reflect on the current uses and changing needs in the area of supporting sport organizations and programs in Saskatoon.
2. To better meet the changing trends and needs of the community based sport organizations and sport activities, the Administration is recommending that the Sports Participation Grant be discontinued and replaced with a Sport Projects Grant.
3. The Administration is recommending changes to the applicable section within Policy No. C03-003, Reserves for Future Expenditures, to reflect the newly proposed purpose, source of funds, and application of funds for the Sport Projects Grant.

### **Strategic Goal**

This report supports the City of Saskatoon's (City) Strategic Goal of Quality of Life by ensuring citizens have access to facilities and programs that provide active living and bring people together, and also by supporting community-building through direct investment, community development expertise, and support to volunteers on civic boards and committees.

This report also supports the Strategic Goal of a Culture of Continuous Improvement by conducting ongoing reviews and updates of community grant funding to ensure grant programs continue to reflect changing trends and community needs.

## **Background**

City Council created the Sports Participation Grant Program in 1995 to replace the sports component of the Assistance to Community Groups Cash Grant Program. The purpose of the Sports Participation Grant Program was established to ensure quality coaching in all sports, to encourage people of all ages to participate in the sports activity of their choice, and to assist providers of sports programs to include people of all ages who could not otherwise afford to participate.

In 2009, a comprehensive review was undertaken to examine the gaps in sport funding provided by the City. Research was also done on funding for sport in other cities. City staff met to review current and future granting programs for sport, as well as the issues that could improve the effectiveness of current granting.

A granting process for the Jack Adilman Fund, a capital grant for sports organizations, was developed based on the funding review research and input from community stakeholders; the first intake for the Jack Adilman Fund occurred in 2011.

In 2012 an internal audit was conducted on the City's grant programs to ensure that adequate systems, practices, and controls were in place regarding the effective management of grants.

In 2013 the Sports Participation Grant was updated to include recommendations from the 2012 audit, as well as the recommendation from the 2009 Sports Grants Review to increase maximum grant funding in the Sports Participation Grant to \$10,000.

## **Report**

### Review of the Sports Participation Grant

In 2017, an internal committee of City staff conducted a comprehensive review of the Sports Participation Grant Program. The review took into account:

- a) sports grants available from the City of Saskatoon;
- b) sports Participation Grant funding history;
- c) grants available for sports activity in Saskatoon; and
- d) common practices around sport funding in other municipalities.

The City administers a variety of grant programs that fund sport activity. The Saskatchewan Lotteries Community Grant provides funding for sports, culture, and recreation projects; eligible sports projects and program priority groups in this grant are virtually identical to the participation, inclusion, and access goals of the Sports Participation Grant Program.

The City's Sports Participation Grant has an annual operating allocation of \$64,500 and receives an average of 25 applications per year, on an annual basis. Funds granted from this program are typically not fully used. Between 2007 and 2017, 17% of all funding awarded was not claimed. Underuse of funds is particularly prevalent in the Coaching component of the program with 26% of awarded funds not claimed in the

Coaching: Holding a Course category, and 48% of awarded funds not claimed in the Coaching: Individual Registrations category.

Also related to grants and supports for sport organization activities, there are provincial grants that support activities such as: hosting, coaching (three different grants support this), access, learn-to programs, and individual member support.

Grants for sports activity in other municipalities include such things as support for hosting events, capital projects (new projects as well as renovations), innovation, travel, excellence, community initiatives, and programming costs. In the scope of this research, grants for coaching activity were not found in other municipalities.

#### Review Recommendation

The review recommended several options for the Sports Participation Grant. The Administration is recommending that the Sports Participation Grant be discontinued in its current framework and replaced with a Sport Projects Grant (see Attachment 1). The proposed Sport Projects Grant is based on the well-received One-Time Minor Capital Grant that was piloted in 2017. Organizations who previously applied to the Access and Explore component of the Sports Participation Grant will be encouraged to apply to the Saskatchewan Lotteries Community Grant program.

#### Proposed Amendments to Policy No. C03-003, Reserves for Future Expenditures

The Administration is also recommending that the applicable section of Policy No. C03-003, Reserves for Future Expenditures, be updated to reflect the change from offering a Sports Participation Grant to offering a Sport Projects Grant (see Attachment 2).

#### **Options to the Recommendation**

City Council has the option to deny the recommendations of this report and direct the Administration to continue to offer the Sports Participation Grant. This option would impact the opportunities to effectively provide funding for the sports community.

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

Public and/or stakeholder consultations are not required at this time. Stakeholder recommendations from the 2009 City Sports Grant Review, as well as the statistical review of the past 10 years of grant allocations, contributed to the development of the proposed changes.

#### **Communication Plan**

If the proposed changes are approved by City Council, a communication plan will be implemented to notify sports organizations and past Sports Participation Grant applicants.

### **Policy Implications**

If City Council approves the recommendations of this report, the Sport Projects Grant will be put in place for the 2019 grant year, and Policy No. C03-003, Reserves for Future Expenditures will be amended, as outlined in Attachments 1 and 2 of this report.

### **Other Considerations/Implications**

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

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

Should City Council approve the recommendations in this report, the Sport Projects Grant will be made available and policy revisions will be completed.

### **Public Notice**

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

### **Attachments**

1. Sport Projects Grant Guidelines and Application Form
2. Proposed Amendments to Policy No. C03-003, Reserves for Future Expenditures

### **Report Approval**

Written by: Kathy Allen, Arts and Grant Consultant, Recreation and Community Development

Reviewed by: Lynne Lacroix, Director of Recreation and Community Development

Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2018/RCD/PDCS – Replace Sports Participation Grant and Amend Reserves for Future Expenditures Policy/gS/df



# Sport Projects Grant 2019

## GUIDELINES

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## APPLICATION

Application deadline – 4:30 pm, February 15, 2019

### Objective

The objective of the *Sport Projects Grant* is to build capacity within the sports sector in Saskatoon for the well-being of the community.

For more information or to discuss your application contact:

Kathy Allen

Arts and Grant Consultant

306-975-3391

[kathy.allen@saskatoon.ca](mailto:kathy.allen@saskatoon.ca)

*The City of Saskatoon promotes fair and equitable practices in employment and the provision of services to all citizens of Saskatoon.*

### ABOUT THE PROGRAM

The City of Saskatoon's *Sport Projects Grant* supports Saskatoon based sport organizations.

### PURPOSE OF THE GRANT

The purpose of the *Sport Projects Grant* is to improve the quality of life in Saskatoon by providing funding for projects to sports organizations based in Saskatoon.

### WHO CAN APPLY?

To be eligible for support, your organization must:

- be a registered non-profit sports organization whose primary mandate is to deliver sports programming in Saskatoon and be overseen by a provincial or national governing sports organization;
- be registered as a non-profit corporation federally, or with Information Services Corporation (ICS) in Saskatchewan. A Saskatoon chapter of a provincial or national organization, not incorporated in its own right, can apply for funding if contact information and documentation for the provincial or national parent organization is provided. Grant payment is made to the incorporated organization;
- have been incorporated and in existence for a minimum of one year;
- have appropriate liability and participant insurance for the proposed project; and
- be up-to-date and in good standing with any previous grant received from the City of Saskatoon.

## WHO CAN'T APPLY?

- individuals; and
- health districts, libraries, private schools, government agencies, educational institutions, universities and other non-sporting organizations.

## FUNDING

The City of Saskatoon will provide funding of up to 75% of eligible project costs to successful applicants.

- The maximum grant amount is \$10,000

Eligible organizations may apply for only one project per deadline.

## ELIGIBLE PROJECTS

- equipment purchases (sports or office);
- facility upgrades;
- governance reviews;
- strategic planning;
- feasibility studies;
- website development, and
- market research aimed at refocusing direction.

## INELIGIBLE PROJECTS

- regular or routine maintenance and repair;
- training, conference, or travel projects;
- projects that are part of on-going, day-to-day operations;
- administrative costs not directly related to the project;
- projects not located in Saskatoon;
- projects that have been completed on or before the deadline date; and
- projects that will not be completed within 24 months of receiving funds.

## ADJUDICATION PROCESS

Applications will be reviewed by a committee consisting of community stakeholders and civic administration. Recommendations of the assessment committee are final.

Applications are evaluated and ranked using the following criteria:

### 1. Merit of Project

- There is evidence of clear project goals and objectives that address an organizational need.
- There is evidence that the project strengthens the applicant's development.
- There is evidence of high professional standards in carrying out the project, such as merit and expertise of service providers or quality of equipment.

### 2. Community Impact

- The project demonstrates clear, measureable benefits to the community.
- There is evidence of community support in the form of volunteer time, contributions from other organizations, cash or in-kind support from corporate sponsors and individual donors.

- There is evidence of support and/or partnerships from people who are knowledgeable about the sector, the community and/or the proposal.

### 3. Planning

- The applicant demonstrates a well-conceived strategic rationale for undertaking the project.
- The budget for the project is realistic and cost-effective.
- There is evidence of the project team's ability to manage the project and project financing effectively and efficiently.

## NOTIFICATION

Applicants will be informed of the results of their application by May 1, 2019.

## ACKNOWLEDGEMENT

Grant recipients are required to acknowledge support from the City of Saskatoon in promotional materials and other materials for the project.

## PROCESSING

The City of Saskatoon will not accept and process applications that are:

- late;
- incomplete;
- submitted by fax; or
- not signed by two people (one of whom must be a board member).

The City of Saskatoon reserves the right to request additional information.

## REPORTING AND PAYMENT PROCEDURES

Successful applicants are required to submit a completed *Follow-Up Report Form*, along with copies of receipts for eligible expenses, to the Community Services Department within 60 days of the completion of their project.

Funds are released upon approval of the *Follow-Up Report*.

**Changes to your project:** please notify the Arts and Grants Consultant of any significant change to the project *before* the change is made.

**Applications must be received by 4:30 pm, February 15, 2019**

**Email a completed copy of the application to: [grants@saskatoon.ca](mailto:grants@saskatoon.ca)**

Label the subject line and the completed PDF of the application form as follows:

**SG 2019 – your organization name**

e.g. SG 2019 – Saskatoon Community Organization

# Sport Projects Grant 2019

## APPLICATION FORM

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Applicant has read the program guidelines:

- ☐ yes    ☐ no (if no, read the program guidelines prior to proceeding:  
<https://www.saskatoon.ca/community-culture-heritage/get-involved/grants>)

Our organization would like to be included in any future correspondence regarding sports grant programs or other relevant sports information from the City of Saskatoon:

- ☐ yes  
☐ no

Name of Organization: \_\_\_\_\_

Mailing Address: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Contact Name: \_\_\_\_\_ Position with organization: \_\_\_\_\_

Email Address: \_\_\_\_\_ Phone Number: \_\_\_\_\_

Alternate Contact Name: \_\_\_\_\_ Position with organization: \_\_\_\_\_

Email Address: \_\_\_\_\_ Phone Number: \_\_\_\_\_

Grant Amount Requested: \$ \_\_\_\_\_ Total Project Amount: \$ \_\_\_\_\_

Project Name: \_\_\_\_\_

Project Dates: \_\_\_\_\_ to \_\_\_\_\_

Non-Profit Incorporation Number: \_\_\_\_\_

*(Applicants must be in good standing and incorporated for a minimum of one year)*

Year of establishment and/or incorporation: \_\_\_\_\_

Name of Organization's Insurance Company: \_\_\_\_\_

*(Applicants are required to carry a minimum of \$2,000,000 in liability insurance)*

Insurance Policy #: \_\_\_\_\_

Project Statement (maximum 25 words):

Organization Mandate and Primary Activity (maximum 150 words):

Include the following information in your application:

- ☐ Completed application form;
- ☐ Project Description (maximum 5 pages):
  - Include information on the goals of the project, why the project is important, and the community impact of the project (please refer to the adjudication criteria when completing the project description);
- ☐ Information on Project Team;
- ☐ Project budget; and
- ☐ Support Material:
  - If applicable: plans/drawings, quotes on goods and services, information on consultants, equipment, etc.
  - Letters of support (maximum 3)

Email a completed copy of the application form and all required documents to: [grants@saskatoon.ca](mailto:grants@saskatoon.ca)

**No later than 4:30 pm February 15, 2019**

Label the email subject line and the completed PDF of the application form as follows:

SG 2019 – *your organization name*

e.g. SG 2019 – Saskatoon Community Organization

Applicants will receive an email confirming their grant application has been received.

# Information Certification

## Freedom of Information and Protection of Privacy

The City of Saskatoon is committed to protecting the privacy and confidentiality of people's personal information. All personal information that is collected by the City is done so in accordance with *The Local Authority Freedom of Information and Protection of Privacy Act*. The information collected on this application will be used to administer the ***One-Time Sports Grant for Minor Capital Projects***. De-identified, aggregate information will be used by Community Services for program planning and evaluation.

## Incident Notification

The Organization shall notify the City of any incident that it becomes aware of that may result in a claim against either the Organization or the City, including, but not limited to such losses as, property damage to City assets, third party property damage, injury or death of any Organization member, employee, instructor or volunteer and any third party bodily injury. The Organization shall provide the notification to the City within 7 days of the Organization becoming aware of the incident.

## Indemnity

The Organization hereby agrees to save harmless and indemnify the City of Saskatoon, its representatives, successors, assigns, servants, employees and agents against any and all claims, liabilities, demands, damages or rights or causes of action whatever, made or asserted by anyone arising out of or incidental to the application or to the use of any money or services provided to the Organization pursuant to the ***One-Time Sports Grant for Minor Capital Projects***.

## Signature

In making this application, we the undersigned Board Members hereby represent to the City and declare that to the best of our knowledge and belief, the information provided in this application is truthful and accurate and the application is made on behalf of the above-named organization and with the Board of Director's full knowledge and consent.

## Warning

Any organization that intentionally or negligently makes or furnishes a false statement or misrepresentation on this application for the purposes of receiving a grant may not only have the grant denied but may be deemed ineligible for funding from any grant program administered by the City of Saskatoon for a length of time and on such terms as the City of Saskatoon, in its sole discretion, deems appropriate.

I/we solemnly declare that the information provided is true and the documents submitted in support of the application, if any, are genuine and have not been altered in any way.

I/we agree on behalf of the Organization that by submitting this application I/we are electronically signing the ***One-Time Sports Grant for Minor Capital Projects*** application as follows:

Name\*: \_\_\_\_\_ ☐ Board Member

Name\*: \_\_\_\_\_ ☐ Board Member ☐ Executive Director ☐ Project Manager

\*type in names; it is not necessary to submit actual signatures; two signatories are required (one must be a board member)

# CITY OF SASKATOON COUNCIL POLICY

NUMBER

C03-003

<b>POLICY TITLE</b> <i>Reserves For Future Expenditures</i>	<b>ADOPTED BY:</b> <i>City Council</i>	<b>EFFECTIVE DATE</b> <i>July 18, 1983</i>
<b>ORIGIN/AUTHORITY</b> <i>Clause C4, City Commissioner Report No. 27-1983 and as updated by City Council Resolutions up to and including Standing Policy Committee on Planning, Development and Community Services Item 8.1.7 – April 30, 2018.</i>	<b>CITY FILE NO.</b> <i>CK. 1815-1 and CK. 1860-19</i>	<b>UPDATED TO</b> <i>April 30, 2018</i>
		<b>PAGE NUMBER</b> <i>1 of 45</i>

## 39. RESERVE FOR SPORTS PARTICIPATION PROJECTS

### 39.1 Purpose

**To provide a source of funding to sport organizations based in Saskatoon, for eligible sport projects.** To provide a source of funds for increasing participation in sport for learn-to/developmental and reduce cost as a barrier to participation

### 39.2 Source of Funds

That any Funds remaining in the Sports Participant **Project** Grant Program at the end of the **year shall** season be placed in the Reserve.

### 39.3 Application of Funds

Direct expenditures may be made by the Community Services Department **allocated to sports organizations** for the following:

- Skill development programs for coaches **equipment purchase (sport or office);**
- Learn-to/developmental programs; and **facility upgrades;**
- Programs which provide access where cost is a barrier to participation. **governance reviews;**
- strategic planning;**
- feasibility studies;**
- website development; and**
- market research aimed at refocusing direction.**

### 39.4 Responsibility

**The Reserve will be managed and adjudicated by the Community Services Department, in accordance with the above criteria.**



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

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### **Lease Agreement Renewal – North Saskatchewan Rugby Union Inc.**

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

1. That the extension to the lease agreement between the City of Saskatoon and the North Saskatchewan Rugby Union Inc., in accordance with the terms set out in the November 5, 2018 report of the General Manager, Community Services Department, be approved;
2. That the City Solicitor be requested to prepare the appropriate agreement; and
3. That His Worship the Mayor and the City Clerk be authorized to execute the appropriate agreement under the Corporate Seal.

#### **History**

At the November 5, 2018 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services Department, dated November 5, 2018 was considered.

#### **Attachment**

November 5, 2018 report of the General Manager, Community Services Department

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## Lease Agreement Renewal – North Saskatchewan Rugby Union Inc.

### Recommendation

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

1. That the extension to the lease agreement between the City of Saskatoon and the North Saskatchewan Rugby Union Inc., in accordance with the terms set out in this report, be approved;
2. That the City Solicitor be requested to prepare the appropriate agreement; and
3. That His Worship the Mayor and the City Clerk be authorized to execute the appropriate agreement under the Corporate Seal.

### Topic and Purpose

This report provides an overview of the terms of a lease agreement renewal with the North Saskatchewan Rugby Union Inc., providing a five-year extension, with four renewal options, each for an additional five-year term.

### Report Highlights

1. For many decades, there has been a lease agreement between the North Saskatchewan Rugby Union Inc. (Rugby Union) and the City of Saskatoon (City). Written notice has been received from the Rugby Union requesting this lease to be continued for a five-year term, with the option for an additional four renewals, each having five-year terms.

### Strategic Goal

Under the Strategic Goal of Quality of Life, the recommendations of this report support the long-term strategy of ensuring that existing and future leisure centres, as well as other recreational facilities, are accessible, physically and financially, and meet community needs.

### Background

The Rugby Union and the City entered into an agreement in 2001 to lease a portion of 134 English Crescent (Land) in the Hudson Bay Industrial area. The lease agreement permits the Rugby Union to operate and maintain a clubhouse, parking lot, and two rugby pitches on the Land.

The Rugby Union has a long standing presence within the City. Officially incorporated in 1980, the Rugby Union has provided a variety of rugby programs to a wide range of age groups, currently including five men's teams, two women's teams, numerous high school teams, as well as programming for youth.

The Rugby Union has hosted many successful tournaments, including the Canadian Rugby Championships in July 2018, where they received high accolades for their work in hosting.

## **Report**

### **Terms of Agreement**

The Rugby Union provides rugby programming to various age groups and skill levels throughout the City.

The current lease agreement expires December 31, 2018. Within that agreement, the Rugby Union has the option to provide written notice to extend or renew the agreement for 25 years with the same terms and conditions, dependent upon City Council approval. The City received written notice from the Rugby Union in June of 2018.

The key terms of the current lease agreement include:

1. The City agrees to allow the Rugby Union to use the Land for five years, with the option of an additional 4 five-year terms, for the purpose of fostering the athletic and social aspects of rugby and other sports.
2. The Rugby Union shall pay \$1 as rent for the Land.
3. The Rugby Union shall be able to operate and maintain a clubhouse, parking lot, and two rugby pitches on the Land.
4. The Rugby Union is responsible for the operation, maintenance, repair, and renovations of the Land, including the clubhouse, parking lot, and two rugby pitches. This includes, but is not limited to, summer and winter maintenance.
5. All improvements and renovations shall be at the expense of the Rugby Union and require written consent of the City.
6. A Restoration Fund will continue to be held by the City until the term of the agreement has expired. The fund will be used to remove any building from the Land and restore it to a vacant state.
7. The Rugby Union is responsible to maintain the Land in a clean, sanitary, and safe condition during the term.

The City has no alternative use for the Land, even though it is in a built-up area, as there is sufficient industrial land for sale such that this can continue to be used for rugby for this time period.

## **Options to the Recommendation**

An option exists to not approve the lease agreement renewal or the terms of the lease agreement renewal, as outlined in this report. In this case, the Administration would require further direction.

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

The Rugby Union has been involved in the process of drafting the lease agreement renewal and is in agreement with all terms and conditions.

**Other Considerations/Implications**

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

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

No follow-up is required at this time.

**Public Notice**

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

**Report Approval**

Written by: Lindsay Cockrum, Open Space Consultant, Recreation and Community Development

Reviewed by: Lynne Lacroix, Director of Recreation and Community Development

Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2018/RCD/PDCS – Lease Agreement Renewal – Rugby Union/ks



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

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### **Winter Recreation Park at Diefenbaker Park (Optimist Hill) – Budget Adjustment Request**

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

That the proposed budget adjustment of \$100,000, with funding from the Dedicated Lands Reserve, for Capital Project No. 2602 – Winter Recreation Park at Diefenbaker Park, be approved.

#### **History**

At the November 5, 2018 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services Department, dated November 5, 2018 was considered.

Your Committee requested that further information on the budget for the project and the City's contribution be provided for City Council's information. The information is included in Attachment 2.

#### **Attachment**

1. November 5, 2018 Report of the General Manager, Community Services Department
2. Winter Recreation Park at Diefenbaker Park(Optimist Hill) – Budget Adjustment

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## Winter Recreation Park at Diefenbaker Park (Optimist Hill) – Budget Adjustment Request

### Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council that the proposed budget adjustment of \$100,000, with funding from the Dedicated Lands Reserve, for Capital Project No. 2602 – Winter Recreation Park at Diefenbaker Park, be approved.

### Topic and Purpose

The purpose of this report is to request a budget adjustment of \$100,000 for Capital Project No. 2602 – Winter Recreation Park at Diefenbaker Park (Optimist Hill Project). The additional funding is required to address recent cost increases related to earth work for the project, and would allow for the completion of the installation of the required utilities, including the storm water infrastructure costs at Diefenbaker Park as part of the Optimist Hill Project.

### Report Highlights

1. The construction of a winter recreation park at Diefenbaker Park and the completion of the installation and required earth work for utilities for the Optimist Hill Project requires an additional \$100,000 in funding.

### Strategic Goal

Under the Strategic Goal of Quality of Life, this report supports the four-year priority to provide opportunities for activities in a winter city. Also within the Strategic Goal of Quality of Life, this report supports the long-term strategy to ensure existing and future leisure centres and other recreational facilities are accessible, both physically and financially, and meet community needs.

### Background

In March 2014, City Council approved a report recommending that Diefenbaker Park be approved, in principle, as the proposed location for the project planned by the Optimist Club of Saskatoon Inc. (Optimist Club).

In September 2014, City Council approved the submission of the Optimist Club's business plan for the Optimist Hill Project.

In December 2014, City Council approved the 2015 capital budget, including \$535,000 for Capital Project No. 2602 - Winter Recreation Park at Diefenbaker Park. This project includes the design and installation of necessary utility services (water, sewer, and electrical).

In March 2015, the City of Saskatoon (City) signed a Memorandum of Understanding with the Optimist Club. The Memorandum of Understanding is intended to set out the basic business terms upon which the Optimist Club shall proceed to refine the business plan, solicit funding for the Optimist Hill Project, and lead to the negotiation of a lease and operating agreement for the facility.

In November 2015, City Council received a report from the General Manager, Community Services Department, approving the Optimist Club's planned approach for donor solicitation, recognition, and offering of naming rights to Optimist Hill. City Council approved Optimist Hill as the proposed name of the facility.

In April 2018, City Council received a report from the General Manager, Community Services Department, with an update that the Optimist Hill Project was ready to begin construction, and resolved, in part:

- “1. That the City Solicitor be requested to prepare the appropriate agreement between OSP Community Development Corporation and the City of Saskatoon for the design and construction of Optimist Hill at Diefenbaker Park Phase One.”

## **Report**

### **Capital Project Funding and Recent Tenders**

Since receiving official approval to proceed in April 2018, work on the Optimist Hill Project has included finalizing designs, getting appropriate approvals, and tendering work through a construction project management agreement.

A tender to complete installation of utilities for the site and address storm water mitigation on site, slope stability, and required earth works for the project, closed in late August 2018. Based on the results of the tender, Capital Project No. 2602 – Winter Recreation Park at Diefenbaker Park, which is the City's contribution to the overall Optimist Hill Project, requires an additional \$100,000 to complete construction of the Optimist Hill. Various causes of the increase since the capital project was first approved in 2014 include increases to fuel prices, timing of the tendering for the work, and the increased application of PST to construction projects.

The City and the Optimist Club have been meeting since the tenders closed and are working to reduce and relegate any costs that could be deferred to future years. The end result is, that in order to keep the project on time for its planned opening near the end of 2018, and based on the tender results and the cost mitigation plan, the project requires an additional \$100,000 to complete this component of the work.

### **Options to the Recommendation**

City Council could choose to deny the Administration's budget adjustment request; further direction would then be required.

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

The Administration has been working closely with the Optimist Club throughout the stages of design, construction, permitting, and tendering of the work for the project.

### **Financial Implications**

As per Policy No. C03-001, The Budget Process Policy, prior approval is required by City Council to over-expend previously approved capital projects where the anticipated over-expenditure exceeds \$100,000.

The proposed budget adjustment does not exceed \$100,000, but given that this amount is on the threshold, the Administration wants to ensure a transparent request in this situation. The proposed funding source is the Dedicated Lands Reserve, which has an uncommitted balance available of \$150,000. The balance in the Dedicated Lands Reserve is sufficient to cover this budget adjustment.

### **Safety/Crime Prevention Through Environmental Design (CPTED)**

A safety/CPTED review of Optimist Hill was completed in April 2018.

### **Other Considerations/Implications**

There are no policy, environmental, or privacy implications or considerations; a communication plan is not required at this time.

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

The construction work on the Optimist Hill Project continues. Pending approval of the additional required funding, the Optimist Hill Project is proposed to be open for use in the 2018/2019 winter season.

### **Public Notice**

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

### **Report Approval**

Written by:	Andrew Roberts, Special Use Facilities and Capital Planning Manager
Reviewed by:	Lynne Lacroix, Director of Recreation and Community Development
Approved by:	Randy Grauer, General Manager, Community Services Department Jeff Jorgenson, City Manager

S/Reports/2018/RCD/PDCS – Winter Rec. Park at Diefenbaker Park - Budget Adjustment/ks

## Winter Recreation Park at Diefenbaker Park (Optimist Hill) – Budget Adjustment

### Optimist Hill Project Phase One Budget Summary

Phase One includes:

- development of the tube hill, ski and snowboarding area, snow terrain park, and a tobogganing area;
- construction of service buildings, including a mechanical building and temporary outbuildings for the operation of the hill; and
- provision of utility services to the site. This portion is being funded by the City of Saskatoon (City) through Capital Project No. 2602 – Winter Recreation Park at Diefenbaker Park.

The estimated budget of \$1.9 million for Phase One of the project included the \$535,000 funded by the City through Capital Project No. 2602 – Winter Recreation Park at Diefenbaker Park.

The following table provides a summary of the updated budget for Phase One with a projected cost of \$2,840,000. Included in the total is the updated \$635,000 capital contribution from the City to provide utility services to the site.

**Table 1: Phase One Updated Budget (Based on Tender Results and Actual Costs)**

Hill Construction (Earth Moving)	\$1,520,000
Lift Systems	\$ 360,000
Engineering	\$ 65,000
PST and Contingencies	\$ 160,000
Snow-Making Equipment	\$ 40,000
Pathways/Landscaping	\$ 60,000
Utilities Infrastructure (City's Capital Contribution)	\$ 635,000
<b>Total Updated Projected Budget for Phase One</b>	<b>\$2,840,000</b>

Various causes of the cost increases include:

- increased fuel prices;
- timing of the tendering for the work;
- increased application of PST to construction projects; and
- change in design to a “cut and fill” project, which significantly increased the storm water infrastructure requirements.



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

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### **Montgomery Place Local Area Plan**

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

That the key strategies and recommendations in the Montgomery Place Local Area Plan, as outlined in the November 5, 2018 report of the General Manager, Community Services Department, be approved.

#### **History**

At the November 5, 2018 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services Department, dated November 5, 2018 was considered. Your Committee received a letter from Barb Biddle, Montgomery Place Community Association regarding the matter.

#### **Attachment**

November 5, 2018 report of the General Manager, Community Services Department  
November 5, 2018 Letter from Barb Biddle, Montgomery Place Community Association

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## Montgomery Place Local Area Plan

### Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council that the key strategies and recommendations in the Montgomery Place Local Area Plan, as outlined in this report, be approved.

### Topic and Purpose

The purpose of this report is to present the Montgomery Place Local Area Plan and provide an overview of the strategies and recommendations contained in the report.

### Report Highlights

1. Local Area Plans (LAP) rely upon the involvement of local stakeholders. The Montgomery Place LAP is the result of input from more than 200 neighbourhood residents and stakeholders.
2. Key Montgomery Place LAP recommendations relate to honouring the legacy of the historic neighbourhood, improvements in Montgomery Park, and neighbourhood safety measures to address the image and safety of parts of the neighbourhood.
3. A Neighbourhood Traffic Study was conducted during the LAP process, which led to an additional 28 recommendations related to traffic, including a reduced speed limit in the neighbourhood; 27 of these 28 recommendations are already implemented.
4. Implementation of the 50 Montgomery Place LAP recommendations will be coordinated by the Neighbourhood Planning Section, Planning and Development Division. These recommendations cover a wide variety of topics affecting the neighbourhood.

### Strategic Goals

The Montgomery Place LAP supports the City of Saskatoon's (City) Strategic Goals of Quality of Life, Moving Around, and Environmental Leadership. The goal of Quality of Life is supported through recommendations relating to neighbourhood safety, land use, and promoting the history and heritage of the area. The goals of Moving Around and Environmental Leadership are addressed through recommendations relating to transportation and transit.

### Background

An LAP is a community-based approach to developing comprehensive neighbourhood plans. It enables residents, business owners, property owners, community groups, and other stakeholders direct input into determining the future of their neighbourhood.

The LAP Program is administered by the Neighbourhood Planning Section. Once completed, an LAP establishes the vision and goals to guide the growth and

development of a neighbourhood. It also identifies specific recommendations for improvements within a neighbourhood. LAPs have short- and long-term recommendations, with implementation to begin immediately.

### **Report**

#### LAP Involvement

The Montgomery Place LAP process began with a neighbourhood survey and introductory public meeting in May 2015 to identify issues within the neighbourhood. Area stakeholders were part of an LAP Committee, and a series of topic-specific meetings were held. A draft report was created, circulated to the Administration for comment, and then presented to the LAP Committee for review during an open house held on June 19, 2018. Comments from the community were incorporated into the draft report, which was then circulated through the Montgomery Place Community Association and LAP Committee. More than 200 local stakeholders contributed to the development of the Montgomery Place LAP. See Attachment 1 for the Montgomery Place LAP Summary Report, which provides an overall summary and outlines all recommendations.

#### Montgomery Place LAP Recommendations

Key Montgomery Place LAP recommendations will result in:

- a) honouring the legacy of the historic neighbourhood;
- b) improvements in Montgomery Park; and
- c) addressing safety concerns related to overgrown vegetation and other property maintenance issues.

The Montgomery Place LAP contains a total of 50 recommendations related to the following topics:

- a) Land Use, Zoning & Housing (6);
- b) Parks & Open Spaces (6);
- c) Heritage & Culture (5);
- d) Drainage (11);
- e) Property Maintenance & Nuisance Abatement (1);
- f) Sound Mitigation (5);
- g) Traffic & Transit (3); and
- h) Neighbourhood Safety (13).

All 50 recommendations are defined in detail, and additional information is provided in the final Montgomery Place LAP Report (see Attachment 2), which will be available on the City's website.

#### Neighbourhood Traffic Review

The Transportation Division coordinated its Neighbourhood Traffic Study with the LAP process in the Montgomery Place neighbourhood. The traffic study involved two neighbourhood meetings and led to a comprehensive plan to address traffic-related concerns. The final plan resulted in 28 recommendations, of which 27 have already been implemented. One of the key items implemented is the neighbourhood-wide

speed limit reduction to 40 km per hour, addressing a key concern of vehicles speeding on streets which do not have sidewalks.

### LAP Implementation

The previous 14 LAPs have resulted in a total of 604 recommendations. As of September 10, 2018, 416 of 604 recommendations (69%) have been completed. A methodology has been developed to prioritize the recommendations that have not yet been completed. Each recommendation is evaluated using a number of criteria, including input from the community, anticipated time frame for completion, current administrative programs and related projects, and the level of resources required for completion.

The Neighbourhood Planning Section is responsible for coordinating the implementation of LAP and Safety Audit Report recommendations, but many also require actions from other members of the Administration. Approval of the Montgomery Place LAP will require a commitment by the Administration to implement the 50 recommendations.

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

The Montgomery Place LAP is the result of input from more than 200 neighbourhood residents and stakeholders, along with significant contributions from the Administration. Eleven topic meetings, a neighbourhood safety survey, a land use survey, a comprehensive sound study, five safety audits, and three open houses were held at various stages of the process. Additional details of stakeholder involvement are included in the Montgomery Place LAP report.

### **Communication Plan**

The Montgomery Place Community Association and LAP stakeholders will receive an invitation to the Standing Policy Committee on Planning, Development and Community Services (Committee) and City Council meetings, when the Montgomery Place LAP will be considered. Should the Montgomery Place LAP be adopted, future correspondence and progress reports will be provided to the Montgomery Place Community Association keeping them informed of the implementation. Although the LAP Committee will not meet regularly, a contact list will be maintained. The LAP Program provides an annual report to both City Council and the community associations on the status of recommendations within each LAP neighbourhood. Additional meetings will be conducted to gather input on implementation of recommendations, when appropriate, and to keep the community informed of the implementation activities.

### **Financial Implications**

LAPs are created within the operating budget of the Neighbourhood Planning Section, Planning and Development Division. Implementation of the LAP recommendations are undertaken through the Neighbourhood Planning Section operating budget, where \$52,000 annually supports implementation costs. As appropriate and available, other departments support certain operating and capital investments needed to implement LAPs.

If approved, the Montgomery Place LAP recommendations will be added to the implementation schedule and prioritized for completion over several years. Any implementation items that require significant funding would be the subject of a further report to this Committee. All financial expenditures adhere to the corporate procurement procedures.

### **Safety/Crime Prevention Through Environmental Design (CPTED)**

The Neighbourhood Safety Group of the Neighbourhood Planning Section participated in the LAP process and contributed to the Neighbourhood Safety section of the report.

### **Other Considerations/Implications**

There are no options, policy, environmental, or privacy implications or considerations.

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

Committee receives an annual report from the Planning and Development Division, which includes an LAP implementation update.

### **Public Notice**

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

### **Attachments**

1. Montgomery Place Local Area Plan Final Summary Report
2. Montgomery Place Local Area Plan Final Report

### **Report Approval**

Written by: Paul Whitenect, Manager, Planning and Development

Reviewed by: Lesley Anderson, Director of Planning and Development

Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2018/PD/PDCS – Montgomery Place LAP/ks



# Montgomery Place Local Area Plan Final Summary Report

Community Services Department, Planning & Development | November 2018

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**Please note:** This ***Summary Report*** is comprised of excerpts from the ***Montgomery Place Local Area Plan Final Report***. Refer to the ***Final Report*** to review the full content of each section.

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# Local Area Planning

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Local Area Planning is a community-based approach to developing comprehensive neighbourhood plans. It allows residents, business owners, property owners, community groups and other stakeholders to influence the future of their community. During the development of a Local Area Plan (LAP), participants work together to create a vision, identify issues, develop goals and outline strategies to ensure the long-term success of their neighbourhood.

Once completed, the recommendations for improvements and enhancements in the neighbourhood are implemented with ongoing partnerships with community and municipal stakeholders.

Established neighborhoods within the City are identified through strategic selection. LAPs are applied to specific areas of the City to:

- Maintain the quality, safety and viability of the area;
- Guide and prioritize the expenditure of public funds on community improvements and infrastructure;
- Encourage the renewal, rehabilitation or redevelopment of private and public properties;
- Resolve situations where the policies of the Official Community Plan do not accurately reflect the individual needs of an area; and
- Provide the basis for amendments to the City of Saskatoon's Official Community Plan and Zoning Bylaw.



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# Montgomery Place Local Area Planning Process

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The Montgomery Place LAP process began with a neighbourhood survey and introductory public meeting to identify issues in the neighbourhood. Area stakeholders were asked to participate on the Montgomery Place LAP Committee, and a series of topic-specific meetings were held.

A draft report was created, circulated to City of Saskatoon Administration for comment, and then returned to the LAP Committee and neighbourhood for review during an Open House held on June 19, 2018. More than 200 local stakeholders contributed to the development of the Montgomery Place LAP.

The study area of the Montgomery Place LAP followed the neighbourhood boundaries, which are:

- Burma Road and the CN Rail Yards on the south
- Dundonald Avenue on the east
- The south boundary of W.A Reid Park to the end of the Rail Allowance north of 3220 11th St. W on the northeast where the boundary goes south to 11th Street to the western edge of the neighbourhood
- The western boundary of the neighbourhood follows the western edge of the undeveloped parcel that is currently addressed as 1625 Chappell Dr.



The Montgomery Place LAP contains a total of 50 recommendations related to the following topics:

- Land Use, Zoning & Housing (6);
- Parks & Open Spaces (6);
- Heritage & Culture (5);
- Drainage (11);
- Property Maintenance & Nuisance Abatement (1);
- Sound Mitigation (5);
- Traffic & Transit (3); and
- Neighbourhood Safety (13).



# Montgomery Place LAP Contributors

<b><u>Community Members</u></b>	Mike Curtis	Blaine Henderson	Pat Lorje	Marie Phillips
Dave Allan	Bill Davenport	Fred Hettinga	Melanie Lynchuk	Bonnie Poole
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### **Montgomery Place LAP Administration Contributors & Other Contributors**

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**And a special thanks to Montgomery School, St. Dominic School, St. David's Trinity United Church, and the Montgomery Place Community Association for making this entire process possible.**

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# Montgomery Place LAP Vision & Goals

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At the beginning of the Local Area Plan (LAP) process, the Montgomery Place LAP Committee worked together to create the following vision for their community:

## **Montgomery Place - Historic Roots and Rural Charm in an Urban Setting**

### ***Trees grow tall and roots run deep in Montgomery Place.***

*Settled by veterans after the Second World War, built on a strong agrarian base, for almost a decade Montgomery Place thrived apart from the City of Saskatoon – a country setting on the urban fringe. Veterans planted trees where no trees grew before. Self-sufficiency, community cooperation, respect and “Let’s get it done!” attitudes prevailed. Our neighbourhood is known for its large lots, mature trees and small town atmosphere that encourage life-long friendships and lasting connections.*

*In the future, we will value, strengthen, and preserve the heritage of our Veterans Land Act community. We honour those who have served our country – peacekeepers and armed forces – past, present and future. Our welcoming and inclusive neighbourhood will be a quiet place where people can enjoy green spaces and a country feel – a place where children come back to.*

*We will be a desired area of the city: an easily accessible, safe community with engaged and involved residents. Our parks and open spaces are inviting and beautiful. We co-exist with wildlife in clean and green spaces, leaving a gentle footprint, respecting the environment and eco-systems in the community and nearby countryside. Poppies bloom, honouring our roots, committing to a future where Montgomery Place continues to be a special place to live for all generations.*

## Montgomery Place Current State

The following are a sampling of the general statements made by members of the Montgomery Place LAP Committee when asked to identify current positive aspects of their neighbourhood:

- 1 Montgomery Place is a historic community with a unique "small town" atmosphere.
- 2 Montgomery Place is a neighbourhood that honours its historical roots.
- 3 Montgomery Place is a warm community where families feel safe raising their children.
- 4 Montgomery Place is a desirable place to live with a great sense of community.

## Montgomery Place LAP Goals

The following are the goals of the Montgomery Place Local Area Plan:

1. Recognize the unique character of the neighbourhood.
2. Celebrate and commemorate the history and heritage of the neighbourhood.
3. Maintain a high quality of life for Montgomery Place residents.
4. Increase the number of services in the neighbourhood that meet the needs of Montgomery Place residents.
5. Provide builders, residents and commercial business owners with the information and tools necessary for them to understand the unique character of the neighbourhood.
6. Continue to be a community of engaged citizens committed to the long-term well-being and sustainability of the Montgomery Place neighbourhood.
7. Identify initiatives that keep Montgomery Place beautiful, safe and secure.
8. Ensure Montgomery Place remains a family-oriented and welcoming community that residents are proud to call home.



# Montgomery Place History

The Montgomery Place neighbourhood originated as part of the Veterans' Land Act (VLA) of 1942. Montgomery Place bears the name of Bernard Law Montgomery, a British Field Marshall and distinguished military leader.

Canadians who served in the military during the First World War encountered a great deal of difficulties establishing themselves upon returning home, even though the government had implemented measures for their care, including pensions, land acquisition and insurance. Veterans began to find themselves lost in transition and expressed the feeling of being left to fend for themselves.



*Plan of Montgomery Place subdivision by Underwood and McLellan, 1942. Courtesy of Veterans' Land Administration (VLA), Veterans' Affairs Canada, Division Office, Saskatoon.*

## Montgomery Place Subdivision, 1942

(Credit: Underwood & McLellan)

The Canadian people and the government agreed this should never happen again, and implemented the VLA. The VLA was a measure to assist veterans of the Second World War to settle in Canada and subsidize income through various means, like fishing and small-scale agriculture.

The VLA made provision for financial assistance to veterans to become established in the business of full-time farming, but also contained provisions for veterans who preferred industrial or commercial employment as their main source of income. A veteran who qualified would apply for assistance to become established on a small holding. A loan of around \$2,500 was available for the construction of a home suited to the area, and the home designs came from Wartime Housing Limited.

Veterans could apply for an additional \$200 for fencing and a well, and \$400 for appliances and other home improvements. Further assistance was also available to veterans who wished to act as their own contractors. The veteran was required to make an immediate down payment to the program director of \$300 or 10 per cent of the cost of the land and improvements. The veteran was required to repay two-thirds of the cost of land and improvements over a period of 25 years with 3.5 per cent interest rate. The annual payment would have been about \$121 or \$10 a month. General maintenance and taxes were the responsibility of the property owner. However, about \$1,100 or 32 per cent of total acquisition costs would be forgiven by the government if the veteran met their obligations which included remaining in place for 10 years.

The VLA was very broad in scope and contained many provisions to help fit individual circumstances. There was emphasis on providing flexibility in the contract between the veteran and the director in order to meet individual circumstances. For example, at the discretion of the director, terms of payment could be varied from annual, quarterly or monthly payments of principal and interest, provided the repayment period did not exceed 25 years.

It was the view of the VLA administration that the wife of a veteran, according to her “background of experience, her attitude toward rural life and willingness to co-operate in the enterprise”, would be a key factor in the family’s chance of success. As such, both the veteran and his wife were required to appear before the regional advisory committee for an interview to determine suitability.



The Saskatoon branch of the Veterans Affairs office, the 'Regional Office of Soldier Settlement' opened in the summer of 1944 and immediately set out to acquire land. At that time, the Rural Municipality of Cory (now the Rural Municipality of Corman Park) owned most of the land surrounding Saskatoon. Saskatoon had seen major growth and high land valuations between 1910 and 1912, which led to the creation of approximately 25,000 subdivided lots that were beyond the city's

boundary, but were close enough to be serviced by City infrastructure. The land that the VLA administration chose for the veterans' small holdings project, to be named Montgomery Place, was an undeveloped 1910 subdivision originally to be named "River Heights", located just one kilometre southwest of Saskatoon.

On July 11, 1945, the VLA administration purchased 2,115 bare lots situated on 230 acres of land from the Rural Municipality of Cory. Within the proposed development, 43 lots were already owned by individuals living in other parts of Canada. These privately-owned lots meant the VLA administration could not purchase the land for Montgomery Place on a per-acre basis, and was forced to purchase each lot individually. The VLA administration paid \$6 per lot for a total purchase price of \$12,690. Due to the private landowners, and as not to impede progress, it was decided to move the privately-owned lots to the west end of the subdivision to make way for the small holdings settlement.

In 1945, the Montgomery Place plan was laid out to include 363 half-acre lots. Several acres in the centre of the development were identified as park space and school grounds. The neighbourhood featured wide streets and avenues with boulevards; however, no sidewalks or curbs were planned. Moreover, there was no provision for storm sewers in the development, necessitating the open drainage ditches still in use today. At that time, the subdivision was contained to the south by Dieppe Street, east by Dundonald Avenue, west by Elevator Road and north by the old 11th Street.

On January 1, 1955, Montgomery Place was officially incorporated into the City of Saskatoon.

The VLA arrangement came to an end in 1971, at which time non-veterans moved into the neighbourhood, creating 150 lots through the division of the half-acre lots by 1982. Between 1963 and 1979, the neighbourhood also expanded south and west through the development of 254 lots on Mountbatten Street, the area located west of Elevator Road and east of Chappell Drive, Bader Crescent, Lancaster Crescent and Cassino Avenue.

By 1979, the 25-year VLA agreement with the City of Saskatoon regarding Montgomery Place property taxes also came to an end. By that time, many of the lots had been subdivided which lowered property taxes to a bearable level. Assessments remained lower than other areas in the city due to the lack of sidewalks, curbs and underground drainage.

Since 1979, many property owners with large sites have subdivided, creating an additional 215 single-family lots. As well, multi-unit developments have been built on previously vacant land that existed on the north perimeter of the neighbourhood.

Today, Montgomery Place has 862 single-family homes, 46 two-unit homes and 235 multi-family dwellings. Two elementary schools, St. Dominic and Montgomery, have been built; parks and playgrounds have been developed, and one convenience store and bakery remain at Elevator Road and 11th Street West.



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# 1 Land Use, Zoning & Housing

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## Overview

The Montgomery Place neighbourhood originated as part of the Veterans' Land Act (VLA) of 1942. The history section contains more information about the formation and original housing form of the neighbourhood.

Every parcel of land in Saskatoon is assigned a land use policy district under the Official Community Plan (OCP) Bylaw No. 8769, and a zoning designation under the Zoning Bylaw No.8770. These two bylaws regulate development throughout the city. The land use policy district identifies the general type of land use appropriate for a particular site while the zoning district establishes more specific development regulations related to permitted uses, building setbacks, parking requirements and other standards.



The OCP and accompanying map divide the city into different land use designations and outlines objectives and policies for each (e.g., residential, downtown, commercial suburban centre, and industrial). The OCP also contains specific land use development policies and land use policy maps for Saskatoon's Local Area Plan (LAP) neighbourhoods. Through the LAP, a policy map for Montgomery Place will be developed. Land use policies are intended to enhance certainty about existing and proposed land uses, and increase opportunity for public input into policy change.

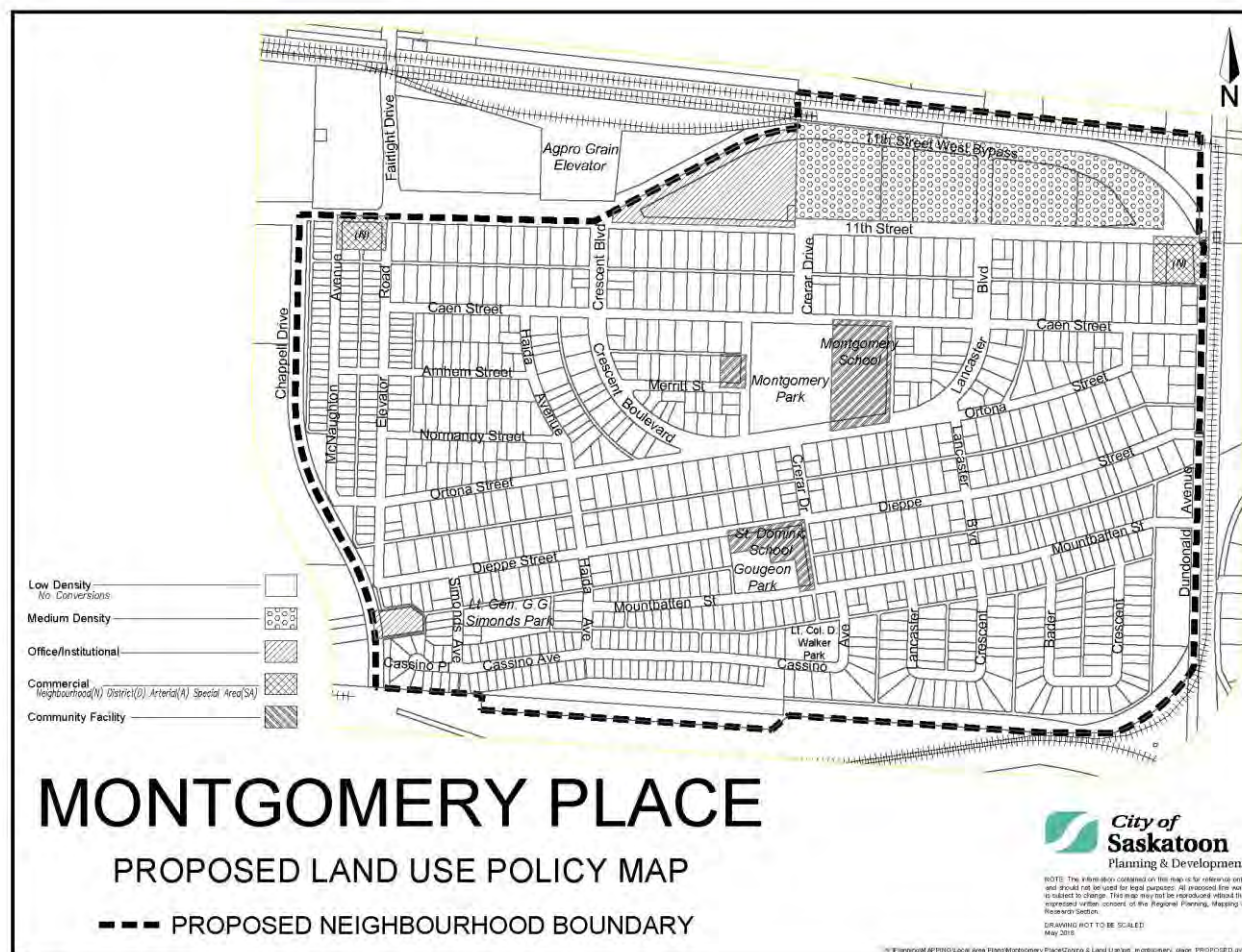
## Goals

1. Vacant parcels should not be developed for townhouses or multiple unit dwellings.
2. New commercial developments on existing commercial sites should fit the character of Montgomery Place by being oriented towards serving the neighbourhood.
3. The aging population should be supported with more seniors housing and special care homes.
4. The character of Montgomery Place should be preserved by maintaining large lot sizes and low density development.



## Recommendations

- 1.1 CHANGING NEIGHBOURHOOD BOUNDARY TO RESEMBLE HISTORIC LIMITS:** *That the Planning & Development Division amend the Montgomery Place neighbourhood boundary as shown in the Montgomery Place Proposed Land Use Policy Map.*



- 1.2 RELOCATION OF CHAPPELL DRIVE:** *That the Planning & Development Division, in planning for the Southwest Development Area, consider relocating the Chappell Drive further west at the time of development of the Future Urban Development (FUD) sites, and that the existing Chappell Drive location be reviewed and considered for sound attenuation.*
- 1.3 ADOPT MONTGOMERY PLACE LAND USE POLICY MAP:** *That the Planning & Development Division add the Montgomery Place Proposed Land Use Policy Map to the Official Community Plan No. 8769.*
- 1.4 PROVIDING OPPORTUNITY TO AGE IN PLACE:** *That the Saskatoon Land Division and the Planning & Development Division consider supporting the sale and rezoning of the undeveloped parcel on 11th Street West (Block DD, Plan 102080225) for a medium density special care home or similar seniors' housing development, should an application be made.*
- 1.5 MONTGOMERY DEVELOPMENT BROCHURE:** *That the Montgomery Place Community Association develop a brochure offering suggestions for infill development and significant additions that explains Montgomery Place's unique character, and that the Building Standards Division include the brochure with the other Montgomery Place materials distributed upon application for a building permit.*
- 1.6 SURVEY NEED FOR ACCESS TO OFF-LEASH DOG PARK:** *That the Neighbourhood Planning Section and the Montgomery Place Community Association survey the neighbourhood about their opinion of dog parks, and that the Recreation and Community Development Division receive the survey results and consider that sites within and adjacent to Montgomery Place be developed for a dog park, if required.*

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## 2 Parks & Open Spaces

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### Overview

Montgomery Place has a variety of parks and open spaces within and near to the neighbourhood. Through LAP meetings, local stakeholders communicated the importance of protecting existing park spaces and many of the informal open spaces just outside the neighbourhood as they are regularly used for active and passive recreation.

The Richard St. Barbe Baker Afforestation Area that is south of the CN Intermodal Yards was identified as a valuable natural resource that residents feel is part of the neighbourhood and take pride in, despite it being outside the official neighbourhood boundaries.

It is important to the community that parks and open spaces are protected and improved while potential new sites are investigated.

### Goals

1. That existing park spaces are used to their full potential through active and passive recreational opportunities.
2. Where possible, use vacant lots and empty spaces for the benefit of the neighbourhood.
3. That area parks celebrate the rich history of Montgomery Place.



4. That a long-term plan is developed for the valuable resource of the Richard St. Barbe Baker Afforestation Area.
5. That existing park space be retained for use by all neighbourhood residents.

## Recommendations

- 2.1 IMPROVEMENTS AND SEATING IN MONTGOMERY PARK:** *That the Parks Division consider improvements to Montgomery Park including permanent seating or a cement pad to allow for seating and other design elements in the northwest corner of Montgomery Park. This would involve working with the Montgomery Place Community Association and the Neighbourhood Planning Section to identify historical design elements that could be included in the area.*
- 2.2 INTEGRATE THE IMAGE OF THE POPPY INTO MONTGOMERY PARK:** *That the Parks Division and the Neighbourhood Planning Section work with the Montgomery Place community and Community Association to find ways to include the poppy image through art or design elements in Montgomery Park.*
- 2.3 BOTTLE BASKETS IN AREA PARKS:** *That the Neighbourhood Planning Section investigate with the Parks Division whether it is feasible to add bottle baskets to garbage cans in Montgomery Place parks.*
- 2.4 ADDITIONAL NEIGHBOURHOOD ENTRANCE SIGN:** *That the Recreation and Community Development Division investigate with the Neighbourhood Planning Section whether a new neighbourhood entrance sign celebrating the Montgomery Place neighbourhood's designation as a National Historic Site could be installed near the intersection of 11<sup>th</sup> Street and Dundonald Avenue.*
- 2.5 DEVELOPING A LONG TERM CLASSIFICATION FOR THE RICHARD ST. BARBE BAKER AFFORESTATION AREA:** *That the City of Saskatoon Planning & Development Division develop a new classification to conserve the Richard St. Barbe Baker Afforestation Area and the natural resources within it through the City of Saskatoon's Green Infrastructure Strategy.*

- 2.6 TAKE SHORT TERM STEPS TO PROTECT THE RICHARD ST. BARBE BAKER AFFORESTATION AREA:** *That the Planning & Development Division investigate a short-term measure to add a holding designation or public reserve designation to part or all of the Richard St. Barbe Baker Afforestation Area, to ensure that development cannot be pursued until the Green Infrastructure Strategy determines the future classification of the area.*



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# 3 Heritage & Culture

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## Overview

Heritage and culture define our past, present and future. Preserving and commemorating local history and culture helps a community appreciate the contributions of past citizens and important buildings, spaces and events.

Montgomery Place has a unique history, heritage and culture that the LAP Committee wants to promote and share with the community and the rest of Saskatoon.

In 2016, the Montgomery Place neighbourhood proudly received designation as a National Historic Site.



Members of the community have already compiled impressive documentation of the neighbourhood's history, so the LAP aims to simply build on those records. Preserving the legacy of the neighbourhood and its original families is extremely important to residents of Montgomery Place.

## Goals

1. Celebrate the unique history and heritage of Montgomery Place
2. Identify opportunities to promote Montgomery Place's designation as a National Historic Site.
3. Showcase the neighbourhood's heritage and culture through plaques, banners, educational elements and events.
4. Preserve the legacy of the neighbourhood and its original families for future generations of Montgomery Place residents.



## Recommendations

- 3.1 ADD VETERANS' MONUMENT TO SASKATOON REGISTER OF HISTORIC PLACES:** *That the Planning & Development Division consider adding the Veterans' Monument to the Saskatoon Register of Historic Places.*
- 3.2 NOMINATION FOR MUNICIPAL HERITAGE AWARD:** *That the Montgomery Place Community Association submit a nomination to the Municipal Heritage Advisory Committee for a Municipal Heritage Award for their commitment to preserving and celebrating the neighbourhood's heritage and culture.*
- 3.3 HERITAGE COMMEMORATION EVENING:** *That the Montgomery Place Community Association in partnership with the Planning & Development Division, Heritage & Design Coordinator plan an event for current and past residents to share memories of the neighbourhood and document tangible and intangible cultural resources, as part of an effort to preserve the legacy of the neighbourhood and its families for future generations of residents.*

- 3.4 SELF-GUIDED HISTORICAL WALKING TOUR:** *That the Montgomery Place Community Association, with mapping assistance provided by the Planning & Development Division, develop a self-guided historical walking tour of the neighbourhood that could be posted on their website.*
- 3.5 BANNERS ON LIGHT POLES:** *That the Neighbourhood Planning Section work with the Montgomery Place Community Association and Montgomery School to create and install banners for the light poles surrounding Montgomery Park.*



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# 4 Drainage

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## Overview

Montgomery Place is a unique neighbourhood with features that can be both assets and challenges for residents. While the small town feel with its lack of curbs and sidewalks add to the character of the area, the surface and culvert drainage system also leads to complications. The drainage occurs through ditches on City of Saskatoon property that are maintained by adjacent property owners. Drainage on one site can affect many properties, both upstream and downstream. Flooding may be caused by any number of factors that affect the entire drainage system.

The culverts in the neighbourhood are not consistent. Many are smaller than what is required for proper drainage and some have been compromised by development of driveways and landscaping features. Moving towards a consistent, functioning, and easily understandable drainage system is the goal of both the community of Montgomery Place and the Administration.



## Goals

1. Improve residents' understanding of the drainage system.
2. Improve the City Administration's understanding of the community's drainage system.
3. Improve City of Saskatoon processes to better manage drainage in Montgomery Place.
4. Help residents and property owners take steps to improve drainage infrastructure.
5. Improve monitoring and enforcement of standards for drainage in Montgomery Place.
6. Provide clarity on the public and private roles in maintaining the drainage system.



## Recommendations

- 4.1 CREATE AND DISTRIBUTE INFORMATION FOR THE PUBLIC ON DRAINAGE:** *That the Saskatoon Water Division work with the Neighbourhood Planning Section and the Montgomery Place community to provide information educating residents about what they can do to improve drainage and reduce risk of flooding that could be circulated by the Montgomery Place Community Association on an annual basis each spring. The information should include numbers to call for information and complaints and outline what services are available to assist residents in maintenance.*
- 4.2 CLARIFY HOW TO DEAL WITH SNOW IN DITCHES:** *That the Saskatoon Water Division will work with the Neighbourhood Planning Section and the Montgomery Place Community Association to explain to the public where*

*to store snow on low-density and multi-unit residential lots in Montgomery Place and outline the issues with packed snow in drainage ditches.*

- 4.3 COMMUNITY DITCH CLEAN-UP:** *That the Neighbourhood Planning Section work with the Saskatoon Water Division to investigate if a community-led program to improve maintenance of drainage infrastructure in Montgomery Place through a community culvert and ditch spring cleanup is possible.*
- 4.4 INVENTORY OF DRAINAGE SYSTEM IN MONTGOMERY PLACE:** *That the Saskatoon Water Division complete the inventory and condition assessment of the drainage system and culverts in Montgomery Place and coordinate with the Neighbourhood Planning Section to share the results with the neighbourhood.*
- 4.5 IMPLEMENT NEW PROCESS FOR RIGHT OF WAY COMPLAINTS:** *That the Saskatoon Water Division collaborate with Transportation, Community Standards Division and the City Solicitor's Office to document and implement a new process for right-of-way compliance complaints.*
- 4.6 DISTRIBUTE THE CURB AND SIDEWALK CROSSING INFORMATION PACKAGE:** *That the Construction & Design Division update City publications including: "The Curb and Sidewalk Crossing Information Package," and the "Private Driveway Crossing Guidelines" to include information about drainage, slope, and culvert requirements. Alternatively, that they develop and include in these publications a Montgomery Place specific guide for curb, sidewalk, and driveway crossings.*
- 4.7 DISTRIBUTE STANDARDS WITH BUILDING PERMITS:** *That the Building Standards Division amend their plan approval letter for new construction, additions and detached garages, and attach the "Private Driveway Crossing Guidelines" and the "Standard Ditch Crossing Culvert Requirements" to approved plans in Montgomery Place.*

- 4.8 NEW PROCESS FOR RIGHT-OF-WAY CROSSINGS:** *That the Saskatoon Water Division collaborate with other divisions to document and implement a new process for Montgomery Place residents who would like to install a new right-of-way driveway crossing.*
- 4.9 FLAGGING SITES IN MONTGOMERY PLACE TO ENSURE DEVELOPMENT IS GETTING PERMITS:** *That the Saskatoon Water Division work with the Transportation Division, Construction & Design Division and Community Standards Division to implement a proactive process to detect new driveway crossings at an early stage, to determine if new driveway construction has a Right-of-Way Crossing Permit, and the application complies with standard ditch crossing requirements. The Neighbourhood Planning Section will investigate if residents can have a role in identifying these new driveway crossings.*
- 4.10 REVIEWING 2018 PLANS FOR IMPROVEMENTS:** *That the Saskatoon Water Division meet with affected City divisions and the Neighbourhood Planning Section to determine if the 2018 efforts to address drainage issues in Montgomery Place have been successful or if additional measures should be considered.*
- 4.11 COMMUNICATE RESPONSIBILITIES FOR MAINTAINING CULVERTS UNDER PRIVATE DRIVEWAYS TO RESIDENTS:** *That the Saskatoon Water Division work with the Roadways & Operations Division and the Neighbourhood Planning Section to communicate responsibilities and available services for residents maintaining their drainage infrastructure.*



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# 5 Property Maintenance & Nuisance Abatement

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## Overview

Saskatoon's bylaws cover zoning, fire prevention, property maintenance, business licensing, sidewalk clearing, noise, drainage, parking, snow clearing, street use and a wide variety of other matters.

Citizens have an important role in bylaw enforcement. Citizens observing and reporting bylaw violations is the primary way issues are brought to the City Administration's attention. During the Local Area Planning process the Montgomery Place neighbourhood advised that property maintenance issues in their community typically relate to outdoor storage in yards and on neighbourhood streets. Some complaints were also made about home-based businesses and yards being used as storage areas. It is important to understand what constitutes a bylaw violation and how to lodge a complaint.



## Goals

1. To reduce the number of common property maintenance and nuisance problems.
2. To clarify what common problems violate bylaws so the public can notify the City of Saskatoon.
3. To clarify how to report zoning or property maintenance complaints so that quick and decisive action can be taken to enforce existing bylaws.

## Recommendation

- 5.1 DISTRIBUTION OF BYLAW ENFORCEMENT INFORMATION:** *That the Neighbourhood Planning Section work with Saskatoon Fire and the Community Standards Division to outline useful information regarding bylaw enforcement of property maintenance and nuisance issues identified by Montgomery Place residents during the creation of the LAP that can be distributed to the neighbourhood through the Montgomery Place Community Association newsletter, such as home based business regulations and tips on identifying bylaw infractions.*



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# 6 Sound Mitigation

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## Overview

One of the major concerns raised by community members is the numerous sources of sound in and around the Montgomery Place neighbourhood.

The main Canadian National (CN) railway yards flank the southern boundary of the neighbourhood, while a major grain elevator and busy truck route are on the northern boundary. Circle Drive is to the east, while the new Civic Operations Centre and snow storage site is south of the railyards.



Depending on where you are in the neighbourhood the source generating sound is different, but most residents agree there is some level of sound throughout the area. However, the science of sound is complicated and must be fully understood before considering options to eliminate it.

The City of Saskatoon is currently working with CN Rail on multiple issues that are not covered in this report.

## Goals

1. To monitor the sources of sound in the neighbourhood to determine if future action will be needed.
2. To take steps to mitigate the sources of disruptive noises that we can affect.
3. To inform the neighbourhood, and adjacent businesses that create noise, about how sound works and how sound mitigation approaches may decrease sound.



## Recommendations

- 6.1 INCREASED ENFORCEMENT OF ENGINE RETARDER BRAKE REGULATIONS:** *That Saskatoon Police Services be requested to increase enforcement of regulations related to the use of engine retarder brakes along 11<sup>th</sup> Street West.*
- 6.2 ENVIRONMENTAL NOISE STUDY FINDINGS AND RECOMMENDATIONS:** *That the Neighbourhood Planning Section, in conjunction with the Community Standards Division, advise Viterra and CN of the findings and recommendations of the Environmental Noise Study, and discuss items of concern to the neighbourhood.*
- 6.3 ASSESS TRAFFIC VOLUMES ON CIRCLE DRIVE SOUTH:** *That the Transportation Division assess traffic volumes on Circle Drive South near Montgomery Place in 2023 to determine if there has been an increase that warrants noise mitigation.*
- 6.4 MEET WITH CIVIC OPERATIONS CENTRE:** *That the Neighbourhood Planning Section advise the Civic Operations Centre of the results of the Environmental Noise Study, and advise that a noise impact study would be required and presented to the Montgomery Place community before any potential expansion.*

- 6.5 SOUTH-WEST SECTOR PLAN:** *That the Neighbourhood Planning Section inform the Long Range Planning Section of the results of the Environmental Noise Study, and discuss options to mitigate the potential for future noise impacts on Montgomery Place when a Sector Plan is under development for the area.*



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# 7 Traffic & Transit

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## Overview

Montgomery Place's roadways and overall traffic circulation are unique due to the narrow streets and avenues with boulevards and lack of sidewalks or curbs in the majority of the neighbourhood. There was no provision for storm sewers in the early development, necessitating the open drainage ditches still in use today. The 1980s subdivisions in the south did include sidewalks and city storm water systems. Like many residential neighbourhoods in Saskatoon, most traffic concerns in Montgomery Place involve pedestrian safety and speeding on local streets. Pedestrian safety is of particular concern due to the lack of sidewalks, deep drainage ditches next to roadways and on-street parking. As part of the Montgomery Place Neighbourhood Traffic Management Plan, the speed limit was reduced to 40 km/h from the typical 50 km/h found in other residential neighbourhoods.

Public transit is a valuable civic service that many citizens rely upon. Not only is transit an affordable transportation option, it promotes sustainability by reducing dependence on automobiles. Montgomery Place roadway designs and generally low population density make it challenging to provide accessible and efficient local transit service for the entire neighbourhood.



## Goals

1. Increase pedestrian safety.
2. Discourage speeding on local streets.
3. Consider opportunities to provide improved transit service for the multi-unit apartment buildings on 11th Street.



## Recommendations

**7.1 SHELTER WITH BENCH FOR BUS STOP #5565 ON LANCASTER BOULEVARD NEAR 11<sup>TH</sup> STREET:** *That Saskatoon Transit consider the feasibility of installing a shelter with bench at Bus Stop #5565, located near the intersection of Lancaster Boulevard and 11<sup>th</sup> Street, adjacent to the multi-unit apartment buildings.*

**7.2 ADDITIONAL BUS STOPS ON 11<sup>TH</sup> STREET BYPASS NEAR LANCASTER BOULEVARD:** *That Saskatoon Transit and the Transportation Division consider the feasibility of providing bus stops with shelters and benches for eastbound and westbound routes on the 11<sup>th</sup> Street Bypass, near Lancaster Boulevard, which may require a bus lay-by or bulbing and installation of a pedestrian crossing.*



### 7.3 PROMOTE REPORTING SPECIFIC SPEEDING CONCERNS TO SASKATOON POLICE SERVICE TRAFFIC

**UNIT:** *That the Montgomery Place Community Association use their newsletter to encourage citizens to report speeding concerns to the Saskatoon Police Service Traffic Unit, including advice to residents on the detailed information that is most helpful to result in effective traffic enforcement.*



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# 8 Neighbourhood Safety

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## Overview

A positive perception of safety within a community allows citizens to live, work, shop and play, free of the fear of becoming a victim of crime. This section includes statistics and reported crime data, perceptions held by neighbourhood residents and businesses, and safety audits conducted by the community. The results have been used to create LAP recommendations to address crime and the safety concerns of the community.

The Safety Section of the LAP provides insight into the perception of safety of residents and businesses through a review and analysis of safety mapping and surveys; current crime data and historical trends through the crime activity profile; and an action plan developed by the community to identify safety concerns and conduct additional research and audits. Lastly, the section includes a list of recommendations for both City of Saskatoon departments and the Montgomery Place community to implement in order to increase safety and the perception of safety in the neighbourhoods.



## Goals

1. Improve safety in parks during the day and at night.
2. Increase the perception of safety of the commercial area and mobile home park between McNaughton and Elevator Road on 11th Street West.
3. Address theft from vehicles and from garages/sheds.
4. Develop a strategy for reporting and removing graffiti vandalism.



## Recommendations

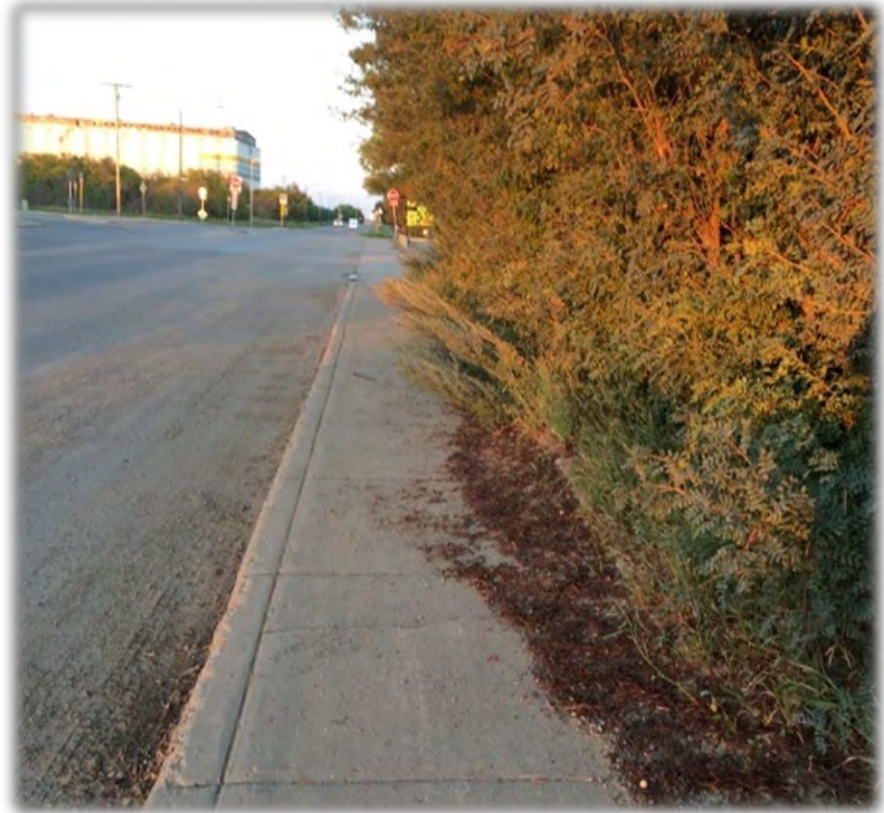
- 8.1 **TREE TRIMMING – GOUGEON PARK:** *That the Neighbourhood Planning Section work with the Parks Division to identify inadequate sight lines in Gougeon Park and trim the bushes and trees if needed.*
- 8.2 **VEHICULAR TRAFFIC – LT. COL. D. WALKER PARK:** *That the Neighbourhood Planning Section, in consultation with the Parks Division, review the issue of driving in Lt. Col. D. Walker Park, or parking on the grass, and potential solutions.*
- 8.3 **BACK LANE MAINTENANCE – LT. COL. D. WALKER PARK:** *That the Neighbourhood Planning Section, in consultation with the Community Standards Division, review the state of the back lane adjacent to Lt. Col. D. Walker Park.*
- 8.4 **TREE TRIMMING – LT. GENERAL GG SIMONDS PARK:** *That the Neighbourhood Planning Section work with the Parks Division to identify inadequate sight lines in Lt. General GG Simonds Park and trim the bushes and/or trees if needed.*

**8.5 STREET LIGHT TREE TRIMMING – ELEVATOR ROAD & MCNAUGHTON ROAD BETWEEN 11<sup>TH</sup> STREET WEST AND ARNHEM STREET:** *That the Neighbourhood Planning Section work with Saskatoon Light & Power to ensure optimum light levels in the area of Elevator Road and McNaughton Road between 11<sup>th</sup> Street West and Arnhem Street, with good clearance around street lights and trim as necessary.*

**8.6 MCNAUGHTON BACK LANE VEGETATION MAINTENANCE:** *That the Neighbourhood Planning Section work with the Transportation & Utilities Department and the Community Standards Division to complete a one-time alley cleanup of overgrown vegetation between the 1100 and 1200 blocks of McNaughton Avenue and Elevator Road.*

**8.7 MOBILE HOME PARK:** *That the Neighbourhood Planning Section contact the owner of the Mobile Home Park, located in Montgomery Place, to supply information and identify issues that will help improve the image and maintenance of the area.*

**8.8 SAFER COMMUNITIES AND NEIGHBOURHOODS (SCAN) INFORMATION:** *That the Neighbourhood Planning Section work with the Montgomery Place Community Association to ensure information on SCAN is distributed to*



*residents and contact information supplied so the Community Association can organize a presentation by SCAN, if warranted.*

**8.9 CN CURLING CLUB SITE:** *That the Neighbourhood Planning Section arrange a meeting with the Montgomery Place Community Association and the CN Curling Club to identify and address issues that affect the surrounding neighbourhood and potentially a mutually agreed upon “Good Neighbour Agreement” type of agreement.*

**8.10 NEIGHBOURHOOD SAFETY INFORMATION:** *That the Neighbourhood Planning Section work with the Montgomery Place Community Association to deliver a Neighbourhood Safety package to all residents.*

**8.11 DUNDONALD AVENUE GATE AT MOUNTBATTEN STREET:** *That the Neighbourhood Planning Section work with the Transportation Division to temporarily close Dundonald Avenue at Mountbatten Street using a gate or other materials. Fencing may be required on the adjacent undeveloped lots to prevent circumventing the gate.*

**8.12 DUNDONALD AVENUE MONITORING:** *That the Neighbourhood Planning Section recommend to the Montgomery Place Community Association that they continue to work with the local Saskatoon Police Service (SPS) Community Liaison Officer to ensure the Dundonald Avenue area does not become a safety issue in the future and for SPS to notify CN of any relevant safety issues.*

**8.13 GRAFFITI VANDALISM INFORMATION:** *That the Neighbourhood Planning Section work with the Montgomery Place Community Association to organize a graffiti vandalism presentation for the community.*



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# Implementation & Priorities

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## Implementation

Local Area Plan (LAP) reports are long-term plans that take many years to be fully implemented. An LAP sets out a vision and goals to guide growth and development of a neighbourhood. It also specifies recommendations intended to address a particular issue and improve the neighbourhood. Some recommendations may be implemented in the short term, while others may take a longer period of time.

The City of Saskatoon Planning & Development Division has been creating and implementing LAPs, with City Council endorsing the plans since the late 1990s. Great strides have been made to improve these neighbourhoods by allocating resources to implement the recommendations with collaboration of City administration, the LAP communities, government and non-government programs and service providers.

Each year, budgets from many City of Saskatoon departments are used to support capital investments needed to implement the recommendations of an LAP. City Council has been very supportive of the Local Area Planning Program and continues to approve significant amounts of capital funds to implement needed improvements in the LAP neighbourhoods.

Local Area Planners are the liaisons between the community and City administration, and they ensure the priorities laid out in each LAP are reflected in project funding. The interdepartmental cooperation begins in the early stages of the LAP process when key City administrators provide insight and expertise by engaging in discussion with the LAP Committee on identified issues. These same key City administrators are often involved in approving commitments to implement recommendations from the LAP.

It is a goal of the Local Area Planning Program to provide annual implementation status updates to the LAP neighbourhoods and to City Council. Additional public meetings may also be needed to keep the community abreast of implementation activities or to gather input on implementation activities. Articles about Local Area Planning activities may also be published

in Community Association newsletters. The Local Area Planning website at [www.saskatoon.ca/lap](http://www.saskatoon.ca/lap) posts Implementation Status Reports, which are updated annually.

Continued community involvement in the implementation of LAPs is essential to success, and it is important to extend a central role to local residents, Community Associations, LAP Committees and other stakeholders. Community Associations and LAP Committees have an important role in providing local perspective, advice and guidance on how the recommendations are carried out. They also play a role in ensuring that development proposals in their neighbourhoods are consistent with the goals of the LAP.

### Priorities

At the Montgomery Place LAP Open House held June 19, 2018, attendees reviewed the draft report and identified top priorities. This does not necessarily mean these recommendations will be implemented immediately or first due to other factors that may affect timing, but it is a chance for the community to identify the recommendations that are believed to have the greatest potential for positive impact.

The following recommendations were identified as top priorities:

- 1.1 CHANGING NEIGHBOURHOOD BOUNDARY TO RESEMBLE HISTORIC LIMITS**
- 2.1 IMPROVEMENTS AND SEATING IN MONTGOMERY PARK**
- 3.1 ADD VETERANS' MONUMENT TO SASKATOON REGISTER OF HISTORIC PLACES**
- 3.2 NOMINATION FOR MUNICIPAL HERITAGE AWARD**
- 3.3 HERITAGE COMMEMORATION EVENING**
- 5.1 DISTRIBUTION OF BYLAW ENFORCEMENT INFORMATION**

The Neighbourhood Safety recommendations were prioritized separately because the Neighbourhood Planning Section has a Neighbourhood Safety Implementation Planner tasked with managing the implementation of safety recommendations from LAPs and related reports.

The following table shows the prioritization of Neighbourhood Safety recommendations (with 1 being highest priority):

Recommendation	Priority
8.1 – TREE TRIMMING – GOUGEON PARK	5
8.2 – VEHICULAR TRAFFIC – LT. COL. D. WALKER PARK	2
8.3 – BACK LANE MAINTENANCE – LT. COL. D. WALKER PARK	5
8.4 – TREE TRIMMING – LT. GENERAL GG SIMONDS PARK	5
8.5 – STREET LIGHT TREE TRIMMING – ELEVATOR ROAD & MCNAUGHTON ROAD BETWEEN 11TH STREET WEST AND ARNHEM STREET	4
8.6 – MCNAUGHTON BACK LANE VEGETATION MAINTENANCE	4
8.7 – MOBILE HOME PARK	1
8.8 – SAFER COMMUNITIES AND NEIGHBOURHOODS (SCAN) INFORMATION	4
8.9 – CN CURLING CLUB SITE	3
8.10 – NEIGHBOURHOOD SAFETY INFORMATION	3
8.11 – DUNDONALD AVENUE GATE AT MOUNTBATTEN STREET	2
8.12 – DUNDONALD AVENUE MONITORING	3
8.13 – GRAFFITI VANDALISM INFORMATION	4



# Montgomery Place Local Area Plan Final Report

Community Services Department, Planning & Development | November 2018

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**And a special thanks to Montgomery School, St. Dominic School, St. David's Trinity United Church, and the Montgomery Place Community Association for making this entire process possible.**

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# Executive Summary

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Local Area Planning is a community-based approach to developing comprehensive neighbourhood plans. It allows residents, business owners, property owners, community groups and other stakeholders to influence the future of their community. During the development of a Local Area Plan (LAP), participants work together to create a vision, identify issues, develop goals and outline strategies to ensure the long-term success of their neighbourhood. Once completed, a LAP sets out objectives and policies that guide the growth and development of a neighbourhood or selected area. LAPs contain short- medium-, and long-term recommendations that result in neighbourhood improvements.

The Montgomery Place LAP is the result of input from more than 200 neighbourhood residents and stakeholders, along with contributions from about 74 members of City Administration. A total of 50 recommendations are contained in the Montgomery Place LAP related to: Land Use, Zoning and Housing; Parks and Open Space; Heritage and Culture; Drainage; Property Maintenance and Nuisance Abatement; Sound Mitigation; Transit and Traffic; and Neighbourhood Safety. The Neighbourhood Planning Section is responsible for coordinating the implementation of LAP and Safety Audit recommendations.

At the Montgomery Place LAP Open House held June 19, 2018, attendees reviewed the draft report and identified top priorities. This does not necessarily mean these recommendations will be implemented immediately or first due to other factors that may affect timing, but it is a chance for the community to identify the recommendations that are believed to have the greatest potential for positive impact.

The following recommendations were identified as top priorities:

- 1.1 CHANGING NEIGHBOURHOOD BOUNDARY TO RESEMBLE HISTORIC LIMITS:** *That the Planning & Development Division amend the Montgomery Place neighbourhood boundary as shown in the Montgomery Place Proposed Land Use Policy Map.*

- 2.1 IMPROVEMENTS AND SEATING IN MONTGOMERY PARK:** *That the Parks Division consider improvements to Montgomery Park including permanent seating or a cement pad to allow for seating and other design elements in the northwest corner of Montgomery Park. This would involve working with the Montgomery Place Community Association and the Neighbourhood Planning Section to identify historical design elements that could be included in the area.*
- 3.1 ADD VETERANS' MONUMENT TO SASKATOON REGISTER OF HISTORIC PLACES:** *That the Planning & Development Division consider adding the Veterans' Monument to the Saskatoon Register of Historic Places.*
- 3.2 NOMINATION FOR MUNICIPAL HERITAGE AWARD:** *That the Montgomery Place Community Association submit a nomination to the Municipal Heritage Advisory Committee for a Municipal Heritage Award for their commitment to preserving and celebrating the neighbourhood's heritage and culture.*
- 3.3 HERITAGE COMMEMORATION EVENING:** *That the Montgomery Place Community Association in partnership with the Planning & Development Division, Heritage & Design Coordinator plan an event for current and past residents to share memories of the neighbourhood and document tangible and intangible cultural resources, as part of an effort to preserve the legacy of the neighbourhood and its families for future generations of residents.*
- 5.1 DISTRIBUTION OF BYLAW ENFORCEMENT INFORMATION:** *That the Neighbourhood Planning Section work with Saskatoon Fire and the Community Standards Division to outline useful information regarding bylaw enforcement of property maintenance and nuisance issues identified by Montgomery Place residents during the creation of the LAP that can be distributed to the neighbourhood through the Montgomery Place Community Association newsletter, such as home based business regulations and tips on identifying bylaw infractions.*

The Neighbourhood Safety recommendations were prioritized separately because the Neighbourhood Planning Section has a Neighbourhood Safety Implementation Planner tasked with managing the implementation of safety recommendations from LAPs and related reports.

The following table shows the prioritization of Neighbourhood Safety recommendations (with 1 being highest priority):

<b>Recommendation</b>	<b>Priority</b>
RECOMMENDATION 8.1 – TREE TRIMMING – GOUGEON PARK	5
RECOMMENDATION 8.2 – VEHICULAR TRAFFIC – LT. COL. D. WALKER PARK	2
RECOMMENDATION 8.3 – BACK LANE MAINTENANCE – LT. COL. D. WALKER PARK	5
RECOMMENDATION 8.4 – TREE TRIMMING – LT. GENERAL GG SIMONDS PARK	5
RECOMMENDATION 8.5 – STREET LIGHT TREE TRIMMING – ELEVATOR ROAD & MCNAUGHTON ROAD BETWEEN 11TH STREET WEST AND ARNHEM STREET	4
RECOMMENDATION 8.6 – MCNAUGHTON BACK LANE VEGETATION MAINTENANCE	4
RECOMMENDATION 8.7 – MOBILE HOME PARK	1
RECOMMENDATION 8.8 – SAFER COMMUNITIES AND NEIGHBOURHOODS (SCAN) INFORMATION	4
RECOMMENDATION 8.9 – CN CURLING CLUB SITE	3
RECOMMENDATION 8.10 – NEIGHBOURHOOD SAFETY INFORMATION	3
RECOMMENDATION 8.11 – DUNDONALD AVENUE GATE AT MOUNTBATTEN STREET	2
RECOMMENDATION 8.12 – DUNDONALD AVENUE MONITORING	3
RECOMMENDATION 8.13 – GRAFFITI VANDALISM INFORMATION	4

**Thank you to the Montgomery Place Local Area Plan Committee for your dedication and to everyone who contributed, including elected representatives Pat Lorje (former Councillor and resident) and Hilary Gough (current Councillor), the Montgomery Place Community Association, neighbourhood residents, and the many City of Saskatoon staff, your efforts have been very much appreciated!**

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# Summary of Recommendations

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## 1 – Land Use, Zoning & Housing

- 1.1 CHANGING NEIGHBOURHOOD BOUNDARY TO RESEMBLE HISTORIC LIMITS:** *That the Planning & Development Division amend the Montgomery Place neighbourhood boundary as shown in the Montgomery Place Proposed Land Use Policy Map.*
- 1.2 RELOCATION OF CHAPPELL DRIVE:** *That the Planning & Development Division, in planning for the Southwest Development Area, consider relocating the Chappell Drive further west at the time of development of the Future Urban Development (FUD) sites, and that the existing Chappell Drive location be reviewed and considered for sound attenuation.*
- 1.3 ADOPT MONTGOMERY PLACE LAND USE POLICY MAP:** *That the Planning & Development Division add the Montgomery Place Proposed Land Use Policy Map to the Official Community Plan No. 8769.*
- 1.4 PROVIDING OPPORTUNITY TO AGE IN PLACE:** *That the Saskatoon Land Division and the Planning & Development Division consider supporting the sale and rezoning of the undeveloped parcel on 11th Street West (Block DD, Plan 102080225) for a medium density special care home or similar seniors' housing development, should an application be made.*
- 1.5 MONTGOMERY DEVELOPMENT BROCHURE:** *That the Montgomery Place Community Association develop a brochure offering suggestions for infill development and significant additions that explains Montgomery Place's unique character, and that the Building Standards Division include the brochure with the other Montgomery Place materials distributed upon application for a building permit.*
- 1.6 SURVEY NEED FOR ACCESS TO OFF-LEASH DOG PARK:** *That the Neighbourhood Planning Section and the Montgomery Place Community Association survey the neighbourhood about their opinion of dog parks, and that the Recreation and Community Development Division receive the survey results and consider that sites within and adjacent to Montgomery Place be developed for a dog park, if required.*

## 2 – Parks & Open Space

- 2.1 IMPROVEMENTS AND SEATING IN MONTGOMERY PARK:** *That the Parks Division consider improvements to Montgomery Park including permanent seating or a cement pad to allow for seating and other design elements in the northwest corner of Montgomery Park. This would involve working with the Montgomery Place Community Association and the Neighbourhood Planning Section to identify historical design elements that could be included in the area.*
- 2.2 INTEGRATE THE IMAGE OF THE POPPY INTO MONTGOMERY PARK:** *That the Parks Division and the Neighbourhood Planning Section work with the Montgomery Place community and Community Association to find ways to include the poppy image through art or design elements in Montgomery Park.*
- 2.3 BOTTLE BASKETS IN AREA PARKS:** *That the Neighbourhood Planning Section investigate with the Parks Division whether it is feasible to add bottle baskets to garbage cans in Montgomery Place parks.*
- 2.4 ADDITIONAL NEIGHBOURHOOD ENTRANCE SIGN:** *That the Recreation & Community Development Division and the Neighbourhood Planning Section investigate whether a new neighbourhood entrance sign celebrating the Montgomery Place neighbourhood's designation as a National Historic Site could be installed near the intersection of 11<sup>th</sup> Street and Dundonald Avenue.*
- 2.5 DEVELOPING A LONG TERM CLASSIFICATION FOR THE RICHARD ST. BARBE BAKER AFFORESTATION AREA:** *That the City of Saskatoon Planning & Development Division develop a new classification to conserve the Richard St. Barbe Baker Afforestation Area and the natural resources within it through the City of Saskatoon's Green Infrastructure Strategy.*
- 2.6 TAKE SHORT TERM STEPS TO PROTECT THE RICHARD ST. BARBE BAKER AFFORESTATION AREA:** *That the Planning & Development Division investigate a short-term measure to add a holding designation or public reserve designation to part or all of the Richard St. Barbe Baker Afforestation Area, to ensure that development cannot be pursued until the Green Infrastructure Strategy determines the future classification of the area.*

## 3 – Heritage & Culture

- 3.1 ADD VETERANS' MONUMENT TO SASKATOON REGISTER OF HISTORIC PLACES:** *That the Planning & Development Division consider adding the Veterans' Monument to the Saskatoon Register of Historic Places.*

- 3.2 NOMINATION FOR MUNICIPAL HERITAGE AWARD:** *That the Montgomery Place Community Association submit a nomination to the Municipal Heritage Advisory Committee for a Municipal Heritage Award for their commitment to preserving and celebrating the neighbourhood's heritage and culture.*
- 3.3 HERITAGE COMMEMORATION EVENING:** *That the Montgomery Place Community Association in partnership with the Planning & Development Division, Heritage & Design Coordinator plan an event for current and past residents to share memories of the neighbourhood and document tangible and intangible cultural resources, as part of an effort to preserve the legacy of the neighbourhood and its families for future generations of residents.*
- 3.4 SELF-GUIDED HISTORICAL WALKING TOUR:** *That the Montgomery Place Community Association, with mapping assistance provided by the Planning & Development Division, develop a self-guided historical walking tour of the neighbourhood that could be posted on their website.*
- 3.5 BANNERS ON LIGHT POLES:** *That the Neighbourhood Planning Section work with the Montgomery Place Community Association and Montgomery School to create and install banners for the light poles surrounding Montgomery Park.*

#### 4 – Drainage

- 4.1 CREATE AND DISTRIBUTE INFORMATION FOR THE PUBLIC ON DRAINAGE:** *That the Saskatoon Water Division work with the Neighbourhood Planning Section and the Montgomery Place community to provide information educating residents about what they can do to improve drainage and reduce risk of flooding that could be circulated by the Montgomery Place Community Association on an annual basis each spring. The information should include numbers to call for information and complaints and outline what services are available to assist residents in maintenance.*
- 4.2 CLARIFY HOW TO DEAL WITH SNOW IN DITCHES:** *That the Saskatoon Water Division work with the Neighbourhood Planning Section and the Montgomery Place Community Association to explain to the public where to store snow on low-density and multi-unit residential lots in Montgomery Place and outline the issues with packed snow in drainage ditches.*

- 4.3 COMMUNITY DITCH CLEAN-UP:** *That the Neighbourhood Planning Section work with the Saskatoon Water Division to investigate if a community-led program to improve maintenance of drainage infrastructure in Montgomery Place through a community culvert and ditch cleanup is possible.*
- 4.4 INVENTORY OF DRAINAGE SYSTEM IN MONTGOMERY PLACE:** *That the Saskatoon Water Division complete the inventory and condition assessment of the drainage system and culverts in Montgomery Place and coordinate with the Neighbourhood Planning Section to share the results with the neighbourhood.*
- 4.5 IMPLEMENT NEW PROCESS FOR RIGHT OF WAY COMPLAINTS:** *That the Saskatoon Water Division collaborate with the Transportation Division, Community Standards Division and the City Solicitor's Office to document and implement a new process for right-of-way compliance complaints.*
- 4.6 DISTRIBUTE THE CURB AND SIDEWALK CROSSING INFORMATION PACKAGE:** *That the Construction & Design Division update City publications including: "The Curb and Sidewalk Crossing Information Package," and the "Private Driveway Crossing Guidelines" to include information about drainage, slope, and culvert requirements. Alternatively, that they develop and include in these publications a Montgomery Place specific guide for curb, sidewalk, and driveway crossings.*
- 4.7 DISTRIBUTE STANDARDS WITH BUILDING PERMITS:** *That the Building Standards Division amend their plan approval letter for new construction, additions and detached garages, and attach the "Private Driveway Crossing Guidelines" and the "Standard Ditch Crossing Culvert Requirements" to approved plans in Montgomery Place.*
- 4.8 NEW PROCESS FOR RIGHT-OF-WAY CROSSINGS:** *That the Saskatoon Water Division collaborate with other divisions to document and implement a new process for Montgomery Place residents who would like to install a new right-of-way driveway crossing.*
- 4.9 FLAGGING SITES IN MONTGOMERY PLACE TO ENSURE DEVELOPMENT IS GETTING PERMITS:** *That the Saskatoon Water Division work with the Transportation Division, Construction & Design Division and Community Standards Division to implement a proactive process to detect new driveway crossings at an early stage, to determine if new driveway construction has a Right-of-Way Crossing Permit, and the application complies with standard ditch crossing requirements. The Neighbourhood Planning Section will investigate if residents can have a role in identifying these new driveway crossings.*

- 4.10 REVIEWING 2018 PLANS FOR IMPROVEMENTS:** *That the Saskatoon Water Division meet with affected City divisions and the Neighbourhood Planning Section to determine if the 2018 efforts to address drainage issues in Montgomery Place have been successful or if additional measures should be considered.*
- 4.11 COMMUNICATE RESPONSIBILITIES FOR MAINTAINING CULVERTS UNDER PRIVATE DRIVEWAYS TO RESIDENTS:** *That the Saskatoon Water Division work with the Roadways & Operations Division and the Neighbourhood Planning Section to communicate responsibilities and available services for residents maintaining their drainage infrastructure.*

## 5 – Property Maintenance & Nuisance Abatement

- 5.1 DISTRIBUTION OF BYLAW ENFORCEMENT INFORMATION:** *That the Neighbourhood Planning Section work with Saskatoon Fire and the Community Standards Division to outline useful information regarding bylaw enforcement of property maintenance and nuisance issues identified by Montgomery Place residents during the creation of the LAP that can be distributed to the neighbourhood through the Montgomery Place Community Association newsletter, such as home based business regulations and tips on identifying bylaw infractions.*

## 6 – Sound Mitigation

- 6.1 INCREASED ENFORCEMENT OF ENGINE RETARDER BRAKE REGULATIONS:** *That Saskatoon Police Services be requested to increase enforcement of regulations related to the use of engine retarder brakes along 11<sup>th</sup> Street West.*
- 6.2 ENVIRONMENTAL NOISE STUDY FINDINGS AND RECOMMENDATIONS:** *That the Neighbourhood Planning Section, in conjunction with the Community Standards Division, advise Viterro and CN of the findings and recommendations of the Environmental Noise Study, and discuss items of concern to the neighbourhood.*
- 6.3 ASSESS TRAFFIC VOLUMES ON CIRCLE DRIVE SOUTH:** *That the Transportation Division assess traffic volumes on Circle Drive South near Montgomery Place in 2023 to determine if there has been an increase that warrants noise mitigation.*
- 6.4 MEET WITH CIVIC OPERATIONS CENTRE:** *That the Neighbourhood Planning Section advise the Civic Operations Centre of the results of the Environmental Noise Study, and advise that a noise impact study would be required and presented to the Montgomery Place community before any potential expansion.*

- 6.5 SOUTH-WEST SECTOR PLAN:** *That the Neighbourhood Planning Section inform the Long Range Planning Section of the results of the Environmental Noise Study, and discuss options to mitigate the potential for future noise impacts on Montgomery Place when a Sector Plan is under development for the area.*

## 7 – Traffic & Transit

- 7.1 SHELTER WITH BENCH FOR BUS STOP #5565 ON LANCASTER BOULEVARD NEAR 11<sup>TH</sup> STREET:** *That Saskatoon Transit consider the feasibility of installing a shelter with bench at Bus Stop #5565, located near the intersection of Lancaster Boulevard and 11<sup>th</sup> Street, adjacent to the multi-unit apartment buildings.*
- 7.2 ADDITIONAL BUS STOPS ON 11<sup>TH</sup> STREET BYPASS NEAR LANCASTER BOULEVARD:** *That Saskatoon Transit and the Transportation Division consider the feasibility of providing bus stops with shelters and benches for eastbound and westbound routes on the 11<sup>th</sup> Street Bypass, near Lancaster Boulevard, which may require a bus lay-by or bulbing and installation of a pedestrian crossing.*
- 7.3 PROMOTE REPORTING SPECIFIC SPEEDING CONCERNS TO SASKATOON POLICE SERVICE TRAFFIC UNIT:** *That the Montgomery Place Community Association use their newsletter to encourage citizens to report speeding concerns to the Saskatoon Police Service Traffic Unit, including advice to residents on the detailed information that is most helpful to result in effective traffic enforcement.*

## 8 – Neighbourhood Safety

- 8.1 TREE TRIMMING – GOUGEON PARK:** *That the Neighbourhood Planning Section work with the Parks Division to identify inadequate sight lines in Gougeon Park and trim the bushes and trees if needed.*
- 8.2 VEHICULAR TRAFFIC – LT. COL. D. WALKER PARK:** *That the Neighbourhood Planning Section, in consultation with the Parks Division, review the issue of driving in Lt. Col. D. Walker Park, or parking on the grass, and potential solutions.*
- 8.3 BACK LANE MAINTENANCE – LT. COL. D. WALKER PARK:** *That the Neighbourhood Planning Section, in consultation with the Community Standards Division, review the state of the back lane adjacent to Lt. Col. D. Walker Park.*

- 8.4 TREE TRIMMING – LT. GENERAL GG SIMONDS PARK:** *That the Neighbourhood Planning Section work with the Parks Division to identify inadequate sight lines in Lt. General GG Simonds Park and trim the bushes and/or trees if needed.*
- 8.5 STREET LIGHT TREE TRIMMING – ELEVATOR ROAD & MCNAUGHTON ROAD BETWEEN 11<sup>TH</sup> STREET WEST AND ARNHEN STREET:** *That the Neighbourhood Planning Section work with Saskatoon Light & Power to ensure optimum light levels in the area of Elevator Road and McNaughton Road between 11<sup>th</sup> Street West and Arnhem Street, with good clearance around street lights and trim as necessary.*
- 8.6 MCNAUGHTON BACK LANE VEGETATION MAINTENANCE:** *That the Neighbourhood Planning Section work with the Transportation & Utilities Department and the Community Standards Division to complete a one-time alley cleanup of overgrown vegetation between the 1100 and 1200 blocks of McNaughton Avenue and Elevator Road.*
- 8.7 MOBILE HOME PARK:** *That the Neighbourhood Planning Section contact the owner of the Mobile Home Park, located in Montgomery Place, to supply information and identify issues that will help improve the image and maintenance of the area.*
- 8.8 SAFER COMMUNITIES AND NEIGHBOURHOODS (SCAN) INFORMATION:** *That the Neighbourhood Planning Section work with the Montgomery Place Community Association to ensure information on SCAN is distributed to residents and contact information supplied so the Community Association can organize a presentation by SCAN, if warranted.*
- 8.9 CN CURLING CLUB SITE:** *That the Neighbourhood Planning Section arrange a meeting with the Montgomery Place Community Association and the CN Curling Club to identify and address issues that affect the surrounding neighbourhood and potentially a mutually agreed upon “Good Neighbour Agreement” type of agreement.*
- 8.10 NEIGHBOURHOOD SAFETY INFORMATION:** *That the Neighbourhood Planning Section work with the Montgomery Place Community Association to deliver a Neighbourhood Safety package to all residents.*
- 8.11 DUNDONALD AVENUE GATE AT MOUNTBATTEN STREET:** *That the Neighbourhood Planning Section work with the Transportation Division to temporarily close Dundonald Avenue at Mountbatten Street using a gate or other materials. Fencing may be required on the adjacent undeveloped lots to prevent circumventing the gate.*

- 8.12 DUNDONALD AVENUE MONITORING:** *That the Neighbourhood Planning Section recommend to the Montgomery Place Community Association that they continue to work with the local Saskatoon Police Service (SPS) Community Liaison Officer to ensure the Dundonald Avenue area does not become a safety issue in the future and for SPS to notify CN of any relevant safety issues.*
- 8.13 GRAFFITI VANDALISM INFORMATION:** *That the Neighbourhood Planning Section work with the Montgomery Place Community Association to organize a graffiti vandalism presentation for the community.*

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# Overview of Local Area Planning

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## What is Local Area Planning?

Local Area Planning is a community-based approach to developing comprehensive neighbourhood plans. It allows residents, business owners, property owners, community groups and other stakeholders to influence the future of their community. During the development of a Local Area Plan (LAP), participants work together to create a vision, identify issues, develop goals and outline strategies to ensure the long-term success of their neighbourhood. Once completed, a LAP sets out objectives and policies that guide the growth and development of a neighbourhood or selected area.

The scope of a LAP depends on the issues and opportunities identified by the stakeholders. While each neighbourhood is different, strategies generally focus on local priority issues, such as:

- Neighbourhood identity
- Neighbourhood heritage and culture
- Industrial, commercial and residential land uses
- Economic development
- Housing and infill development
- Municipal services and infrastructure
- Transportation and parking
- Streetscapes
- Parks, open space and recreation
- Neighbourhood safety
- Neighbourhood sustainability

## Why Local Area Planning?

A core goal of the City of Saskatoon's Strategic Plan is to "enable active, community-based participation in issue and problem identification and resolution." A commitment to fulfill this core strategy was demonstrated as far back as 1978 with *The Core Neighbourhood Study*, which was later updated and expanded during the *1991 Core Neighbourhood Study Review*.

In 1996, the City initiated Plan Saskatoon. It included a city-wide public participation process that focused on updating the Development Plan (Official Community Plan) and Zoning Bylaw; these are Saskatoon's two main public policy tools used to manage growth and development. The Local Area Planning Program was created when citizens pressed for more involvement in long-term planning and development decisions affecting their community. Citizens also called for measures to enhance Saskatoon's central and intermediate neighbourhoods.

City Council must approve neighbourhoods to participate in the development of a LAP. The Montgomery Place LAP is the City of Saskatoon's 15<sup>th</sup> LAP.

As determined by the City of Saskatoon's Official Community Plan, LAPs are applied to specific areas of the City to:

- Maintain the quality, safety and viability of the area
- Guide and prioritize the spending of public funds on community improvements and infrastructure
- Encourage the renewal, rehabilitation or redevelopment of private and public properties
- Resolve situations where the policies of the Official Community Plan do not accurately reflect the individual needs of an area
- Provide the basis for amendments to the City of Saskatoon's Official Community Plan and Zoning Bylaw.



## What are the Steps to Create a Local Area Plan?

Active public participation has significant value in the Local Area Planning process. The more involved the public, the more sustainable and implementable the plan will be at both the community and municipal government level. This process helps to build capacity among stakeholders so they can collaboratively create a vision and goals for the neighbourhood while making informed decisions.

Generally, the steps to create a LAP are:

- 1) **Neighbourhood Meeting and Forming a Local Area Plan Committee (LAP Committee)** – All residents, property owners, business owners, community groups and other stakeholders are invited to a meeting to discuss the Local Area Planning process. At that time, participants are asked to serve on the LAP Committee.
- 2) **Creating a Vision** – The LAP Committee envisions a positive future for their community. The vision creates a common base from which the community can work to create realistic goals and strategies for successful long-term planning.
- 3) **Discussing the Condition of the Community** – The LAP Committee discusses the condition of the community to help paint a picture of the neighbourhood.
- 4) **Identifying Issues, Setting Goals and Outlining Strategies** – Information is gathered through surveys, research, presentations and participant observations. Based on these findings, the LAP Committee gains an understanding of issues and the practicality of addressing them in the LAP. They set goals and outline strategies to ensure the long-term success of their neighbourhood. This information forms the basis of the LAP.
- 5) **Writing the LAP** – The Local Area Planner writes the LAP. City Administration and the LAP Committee review and endorse the LAP.
- 6) **Adopting the LAP** – Once general consensus is reached, the report is presented to the Municipal Planning Commission, the Standing Policy Committee on Planning Development and Community Services and finally to City Council for adoption.
- 7) **Implementing the Strategies** – In order to achieve neighbourhood goals, there must be participation by all stakeholders in implementing the plan.
- 8) **Monitoring, Evaluating and Updating the Plan** – All stakeholders have an opportunity to monitor improvements in their neighbourhood. City staff delivers an annual progress report to City Council and the Community Association until all recommendations have been fulfilled.

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# Montgomery LAP Study Area

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## Study Area

The Study Area for the Montgomery LAP followed the neighbourhood boundaries which are:

- Burma Road and the CN Rail Yards on the south
- Dundonald Avenue on the east
- The south boundary of W.A Reid Park to the end of the Rail Allowance north of 3220 11<sup>th</sup> St. W on the northeast where the boundary goes south to 11<sup>th</sup> Street to the western edge of the neighbourhood
- The western boundary of the neighbourhood follows the western edge of the undeveloped parcel that is currently addressed as 1625 Chappell Dr.



See **Appendix 1** for statistical information about Montgomery Place from the City of Saskatoon Neighbourhood Profiles.

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# Vision and Goals

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## Montgomery Place Community Vision

At the beginning of the Local Area Plan (LAP) process, the Montgomery Place LAP Committee worked together to create the following vision for their community:

### **Montgomery Place - Historic Roots and Rural Charm in an Urban Setting**

#### ***Trees grow tall and roots run deep in Montgomery Place.***

*Settled by veterans after the Second World War, built on a strong agrarian base, for almost a decade Montgomery Place thrived apart from the City of Saskatoon – a country setting on the urban fringe. Veterans planted trees where no trees grew before. Self-sufficiency, community cooperation, respect and “Let’s get it done!” attitudes prevailed. Our neighbourhood is known for its large lots, mature trees and small town atmosphere that encourage life-long friendships and lasting connections.*

*In the future, we will value, strengthen, and preserve the heritage of our Veterans Land Act community. We honour those who have served our country – peacekeepers and armed forces – past, present and future. Our welcoming and inclusive neighbourhood will be a quiet place where people can enjoy green spaces and a country feel – a place where children come back to.*

*We will be a desired area of the city: an easily accessible, safe community with engaged and involved residents. Our parks and open spaces are inviting and beautiful. We co-exist with wildlife in clean and green spaces, leaving a gentle footprint, respecting the environment and eco-systems in the community and nearby countryside. Poppies bloom, honouring our roots, committing to a future where Montgomery Place continues to be a special place to live for all generations.*

## Montgomery Place Current State

The following are a sampling of the general statements made by members of the Montgomery Place LAP Committee when asked to identify current positive aspects of their neighbourhood:

1. Montgomery Place is a historic community with a unique "small town" atmosphere.
2. Montgomery Place is a neighbourhood that honours its historical roots.
3. Montgomery Place is a warm community where families feel safe raising their children.
4. Montgomery Place is a desirable place to live with a great sense of community.

## Montgomery Place LAP Goals

The following are the goals of the Montgomery Place Local Area Plan:

1. Recognize the unique character of the neighbourhood.
2. Celebrate and commemorate the history and heritage of the neighbourhood.
3. Maintain a high quality of life for Montgomery Place residents.
4. Increase the number of services in the neighbourhood that meet the needs of Montgomery Place residents.
5. Provide builders, residents and commercial business owners with the information and tools necessary for them to understand the unique character of the neighbourhood.
6. Continue to be a community of engaged citizens committed to the long-term well-being and sustainability of the Montgomery Place neighbourhood.
7. Identify initiatives that keep Montgomery Place beautiful, safe and secure.
8. Ensure Montgomery Place remains a family-oriented and welcoming community that residents are proud to call home.



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# Montgomery Place History

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The Montgomery Place neighbourhood originated as part of the Veterans' Land Act (VLA) of 1942. Montgomery Place bears the name of Bernard Law Montgomery, a British Field Marshall and distinguished military leader.<sup>1</sup>

Canadians who served in the military during the First World War encountered a great deal of difficulties establishing themselves upon returning home, even though the government had implemented measures for their care, including pensions, land acquisition and insurance. Veterans began to find themselves lost in transition and expressed the feeling of being left to fend for themselves.

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<sup>1</sup> Joan Champ, Remembering Montgomery, 1985.

The Canadian people and the government agreed this should never happen again, and implemented the VLA. The VLA was a measure to assist veterans of the Second World War to settle in Canada and subsidize income through various means, like fishing and small-scale agriculture.<sup>2</sup>

The VLA made provision for financial assistance to veterans to become established in the business of full-time farming, but also contained provisions for veterans who preferred industrial or commercial employment as their main source of income. A veteran who qualified would apply for assistance to become established on a small holding. A loan of around \$2,500 was available for the construction of a home suited to the area, and the home designs came from Wartime Housing Limited.

Veterans could apply for an additional \$200 for fencing and a well, and \$400 for appliances and other home improvements. Further assistance was also available to veterans who wished to act as their own contractors. The veteran was required to make an immediate down payment to the program director of \$300 or 10 per cent of the cost of the land and improvements. The veteran was required to repay two-thirds of the cost of land and improvements over a period of 25 years with 3.5 per cent interest rate. The annual payment would have been about \$121 or \$10 a month. General maintenance and taxes were the responsibility of the property owner. However, about \$1,100 or 32 per cent of total acquisition costs would be forgiven by the government if the veteran met their obligations which included remaining in place for 10 years.

The VLA was very broad in scope and contained many provisions to help fit individual circumstances. There was emphasis on providing flexibility in the contract between the veteran and the director in order to meet individual circumstances. For example, at the discretion of the director, terms of payment could be varied from annual, quarterly or monthly payments of principal and interest, provided the repayment period did not exceed 25 years.

It was the view of the VLA administration that the wife of a veteran, according to her “background of experience, her attitude toward rural life and willingness to co-operate in the enterprise”, would be a key factor in the family’s chance of success. As

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<sup>2</sup> Canadian War Museum, Live on the Homefront: Veterans and Veterans’ Programmes, accessed Mar 6, 2017

such, both the veteran and his wife were required to appear before the regional advisory committee for an interview to determine suitability.<sup>3</sup>

The Saskatoon branch of the Veterans Affairs office, the 'Regional Office of Soldier Settlement' opened in the summer of 1944 and immediately set out to acquire land. At that time, the Rural Municipality of Cory (now the Rural Municipality of Corman Park) owned most of the land surrounding Saskatoon. Saskatoon had seen major growth and high land valuations between 1910 and 1912, which led to the creation of approximately 25,000 subdivided lots that were beyond the city's boundary, but were close enough to be serviced by City infrastructure. The land that the VLA administration chose for the veterans' small holdings project, to be named Montgomery Place, was an undeveloped 1910 subdivision originally to be named "River Heights", located just one kilometre southwest of Saskatoon.

On July 11, 1945, the VLA administration purchased 2,115 bare lots situated on 230 acres of land from the Rural Municipality of Cory. Within the proposed development, 43 lots were already owned by individuals living in other parts of Canada. These privately-owned lots meant the VLA administration could not purchase the land for Montgomery Place on a per-acre basis, and was forced to purchase each lot individually. The VLA administration paid \$6 per lot for a total purchase price of \$12,690. Due to the private landowners, and as not to impede progress, it was decided to move the privately-owned lots to the west end of the subdivision to make way for the small holdings settlement.

In 1945, the Montgomery Place plan was laid out to include 363 half-acre lots. Several acres in the centre of the development were identified as park space and school grounds. The neighbourhood featured wide streets and avenues with boulevards; however, no sidewalks or curbs were planned. Moreover, there was no provision for storm sewers in the development, necessitating the open drainage ditches still in use today. At that time, the subdivision was contained to the south by Dieppe Street, east by Dundonald Avenue, west by Elevator Road and north by the old 11<sup>th</sup> street.<sup>4</sup>

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<sup>3</sup> Hon. T.A. Crerar, The Veterans' Land Act, 1942.

<sup>4</sup> Joan Champ, Remembering Montgomery, 1990



Plan of Montgomery Place subdivision by Underwood and McLellan, 1942. Courtesy of Veterans' Land Administration (VLA), Veterans' Affairs Canada, Division Office, Saskatoon.

**Montgomery Place Subdivision, 1942**  
(Credit: Underwood & McLellan)

On January 1, 1955, Montgomery Place was officially incorporated into the City of Saskatoon.

The VLA arrangement came to an end in 1971, at which time non-veterans moved into the neighbourhood, creating 150 lots through the division of the half-acre lots by 1982. Between 1963 and 1979, the neighbourhood also expanded south and west through the development of 254 lots on Mountbatten Street, the area located west of Elevator Road and east of Chappell Drive, Bader Crescent, Lancaster Crescent and Cassino Avenue.

By 1979, the 25-year VLA agreement with the City of Saskatoon regarding Montgomery Place property taxes also came to an end. By that time, many of the lots had been subdivided which lowered property taxes to a bearable level. Assessments remained lower than other areas in the city due to the lack of sidewalks, curbs and underground drainage.

Since 1979, many property owners with large sites have subdivided, creating an additional 215 single-family lots. As well, multi-unit developments have been built on previously vacant land that existed on the north perimeter of the neighbourhood.

Today, Montgomery Place has 862 single-family homes, 46 two-unit homes and 235 multi-family dwellings. Two elementary schools, St. Dominic and Montgomery, have been built; parks and playgrounds have been developed, and one convenience store and bakery remain at Elevator Road and 11th Street West.

## Montgomery Place Designated National Historic Site

In 2016, Montgomery Place was designated a National Historic Site of Canada because it is an excellent and intact illustration of the Veterans' Land Act communities established following the Second World War. The VLA was a key element of the Veterans' Charter, which provided a wide range of benefits to most veterans, ex-servicemen and women and the disabled; it retains many key elements of its original design including layout, lot size, set back, street names, green spaces and recognizable housing plans which contribute to the "sense of history" required in an historic district; it is a tight-knit community which is very aware of its origins and makes every effort to honour the original inhabitants and their wartime

sacrifices. With its street and place names, signage, memorials and Remembrance Day services, it has emerged, over time, as a place of remembrance.<sup>5</sup>

## Street Layout and Names

Montgomery Place is mainly laid out in a grid pattern, while the southeast section includes a number of crescent street patterns. Crescent Boulevard and Lancaster Boulevard are a joined curvilinear roadway that runs to the middle of the neighbourhood with many internal streets connecting to it.

The local street names are named after people and places that were prominent in the Second World War. In 2004, the Community Association undertook a street sign project to explain the significance of the Montgomery Place street names. The research and writing were done by community association members, a local sign shop was hired to produce the signs and the paintings were done by a Montgomery Place resident whose father fought in the Battle of Cassino.<sup>6</sup> A total of 19 street signs are located along each street of interest. An interactive street sign map can be found on the Montgomery Place Community Association website ([www.montgomeryplace.ca/montgomery-place-signs-map](http://www.montgomeryplace.ca/montgomery-place-signs-map)). Below is an overview of street name history in the Montgomery Place neighbourhood:

**Crerar Drive** was named originally Central Avenue because it marked off the subdivision into two. It was named after General Henry Duncan Graham Crerar (1888-1965). He was the commanding officer of the First Canadian Corps in Italy and led the Army during the operations in northwest Europe in 1944 to 1945.

**Currie Avenue** is named for Colonel David Vivian Currie (1913–1986), born in Sutherland, Saskatchewan. Currie joined the 29th Canadian Armored Reconnaissance Regiment in 1939. He achieved fame and defended St. Lambert at the Battle of Falaise Gap and became a major in 1944. During the battle, he held the town against the German army for 36 hours.

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<sup>5</sup> [https://www.pc.gc.ca/apps/dfhd/page\\_nhs\\_eng.aspx?id=15194](https://www.pc.gc.ca/apps/dfhd/page_nhs_eng.aspx?id=15194) - HSMBC, Minutes, December 2014

<sup>6</sup> [www.montgomeryplace.ca/montgomery-place-signs-map](http://www.montgomeryplace.ca/montgomery-place-signs-map)

**Haida Avenue** is named after the Royal Canadian Navy destroyer Haida. She was named after the native people from the Queen Charlotte Islands in British Columbia and served Canada during the Second World War. Haida escorted other Canadian, British and Polish destroyers that sank the German destroyer, the torpedo boat, the submarine and a convoy in 1944.

**McNaughton Avenue** was named after General Andrew McNaughton (1887–1966) born in Moosomin, Saskatchewan. He was a scientist and a commander of the Canadian troops in Britain from 1939 to 1943. He joined the Canadian militia in 1909 and developed new scientific gunnery principles that improved the Canadian troops' knowledge of firearms. He was concerned on holding the Canadian troops together as one army rather than distribute them amongst British units. He was the chairman of United Nations Energy Commission and the International Joint Commission during 1946 to 1962 after the war.

**Merritt Street** was named after Lieutenant Colonel Cecil Merritt (1908–1991). He landed in Pourville with the South Saskatchewan Regiment in 1942. He won the first Victoria Cross for his bravery in Dieppe in the Second World War.

**Mountbatten Street** was named after Admiral Lord Louis Mountbatten (1900–1979). He was born in Windsor, United Kingdom as Louis Francis Albert Victor Nicholas, Prince of Battenberg. He was an uncle of Prince Philip, Duke of Edinburgh, and second cousin removed to Queen Elizabeth II. He entered the Royal Navy School at age 13 and became a captain of a destroyer in the Second World War. He got promoted to a Supreme Allied Commander of Southeast Asia, Viceroy of India and Governor General of India from 1943 to 1948. He was assassinated by the provisional wing of the Irish Republican Army, who planted a bomb on his boat in 1979.

**Rockingham Avenue** was named after Brigadier General John Meredith Rockingham (1911–1988). He was born in Australia and served in the Canadian Army during the Second World War in North West Europe in 1945. He also served the Canadian Infantry Brigade as a commander in the Korean War.

**Simonds Avenue** was named after General Guy C. Simonds (1903–1974) born in Ixworth, England. He graduated from the Royal Military College in Kingston and commanded the first Canadian Infantry Division in the Sicilian and Italian campaigns. He became Commandant of the National Defense College and then Chief of the General Staff from 1951 to 1955.

**Arnhem Street** was named after The Battle of Arnhem (Sept. 17, 1944) in Holland. It was the last and most crucial phase of Operation Market Garden. It was the biggest airborne military operation in history and was designed to bring the war in Europe to a quick end.

**Caen Street** is named after the ancient capital of Normandy, France. The English, under Edward III, captured Caen in 1346 and it would revert to the French later, but the English ruled it again from 1417 to 1450. The Canadians and British captured it in 1944. They were planning to take the city within two days, but it took two months to take it from the Germans.

**Cassino Avenue** and **Cassino Place** are named after a strong point on the German Gustav Line that ran across Italy south of Rome in 1943 to 1944. German troops defended the line and were attacked heavily at the monastery. Eventually, the Allies broke through the line of 400,000 German troops

**Dieppe Street** is named for the French resort town, the site of a major Canadian-British raid in 1942. The plan was to destroy German installations and leave immediately, but the raid failed and 900 Canadian troops were killed with another 1,300 taken prisoner.

**Ortona Street** is named after the Italian Adriatic town. The Loyal Edmonton Regiment and the Seaforth Highlanders took over the town in 1943. The houses were packed along the streets, sharing common walls between them. Taking Ortona required house-to-house fighting, with the Canadians advancing through holes blown in the walls of adjoining houses.

**Normandy Street** was named after the troops of Canadians, British, and Americans who landed in the Baie de la Seine, Normandy in 1944. The Allies captured western Germany and liberated France and other Low countries.

**Lancaster Boulevard** was named after a Second World War bomber aircraft. The Lancaster was produced by the A.V. Roe Company. It could carry seven tons of bombs and would normally be used for night raids.

## Neighbourhood Parks and Names

Montgomery Place has four parks, and like the local street names, these neighbourhood parks are named after people who were prominent in the Second World War.

### Montgomery Park

Both Montgomery Park and Montgomery Place itself are named for Field Marshal Bernard Law Montgomery (1887-1976). He was born in England, spending parts of his early childhood in Tasmania before returning to London in 1901. He graduated from the Royal Military College in 1908 and was commissioned into the British Army. He served during the First World War, where he rose to the rank of Lieutenant Colonel. He served in a variety of capacities between the wars. When the Second World War broke out, he took command of the Third Division in France and led it during the retreat to and evacuation from Dunkirk. He commanded British defenses in Kent, Sussex, and Surrey, before being put in command of British forces in North Africa in 1942, and led British forces in the attack on Italy the following year. He then helped plan, and lead, all Allied ground forces in Operation Overlord, the invasion of Normandy (June-September, 1944), winning a “complete and spectacular victory”. General Eisenhower then took overall command of the ground forces, leaving Montgomery to command the 21st Army Group, made up of mainly Canadian and British soldiers, including forces under the commands of Canadians Crerar and Simonds, whose names also appear in Montgomery Place. Montgomery continued to command British and Canadian forces to the end of the war.

### Gougeon Park

Xavier “Louis” Gougeon was one of the very earliest settlers in the Saskatoon district. A seventh generation French Canadian (a direct descendent of Pierre Gougeon, who lived in Montreal in 1686) he may also be able to claim to have the longest Canadian pedigree of all of Saskatoon’s elected officials. Although one of many who has served in armed conflict, he is the only member of Council known to have served during the 1885 Northwest Resistance.

Louis Gougeon was born in Montreal on Nov. 29, 1854. Exactly when he came west is unknown, but he married Mary Ann Cahill in Winnipeg in 1881. The 1881 Census records them as living at McGregor, Manitoba. Louis was a steamboat engineer and he, Mary Ann and their baby daughter Mary Ellen (Nellie) came up the North Saskatchewan River from Lake Winnipeg to Prince Albert in the summer of 1883. He was the engineer on the May Queen, captained by E.S. Andrews, which arrived in Saskatoon in 1884. According to minutes of the Temperance Colony Pioneer Society, Gougeon was proposed for membership that year.

In addition to being a steamboat engineer, Gougeon was a farmer and an entrepreneur. In the early spring of 1885 he proposed bringing a steam-powered threshing machine to the settlement, with which he would thresh all the settlers' grain for seven cents a bushel. However, his plans were scuttled by the outbreak of the Northwest Resistance. While details are sketchy, records show that Gougeon served on the Northcote during the Battle of Batoche. In recognition of his service he was awarded the North West Canada medal and clasp, and was allowed to select a half-section (320 acres) of land for homesteading. From 1886-1892 the family divided their time between their homestead and the village of Saskatoon, as well as six months in Prince Albert in 1887. The 1891 census lists the Gougeons, now a family of six, living in a house near the southeast corner of Victoria Avenue and Main Street in Saskatoon. In 1901, he built a home at 310 4th Avenue North, on the west side of the river. The family attended St. Paul's Roman Catholic Church.

Gougeon served on Town Council from 1903-1904. He died on May 12, 1930 and is buried in Woodlawn Cemetery. In addition to Gougeon Park in Montgomery, Gougeon Place, in Brevoort Park, was named in his honour. In 1966, however, the name was changed to Salisbury Place when residents complained they could not pronounce "Gougeon."

On March 9, 1967, the Parks Board recommended the name be used for an unnamed Public Reserve in Montgomery in order to perpetuate the name after it had been removed from use as a street in Brevoort Park. Council agreed, and the new name was approved on May 1, 1967.

### Lt. Col. Drayton Walker Park

Drayton Ernest Walker was born on Aug. 16, 1900 in Maple Creek, Saskatchewan. Around 1915, the Walker family moved to Prince Albert where Drayton completed high school and joined the Royal Canadian Air Force in 1918 as a pilot. However, he did not receive his wings until the First World War had ended. After the War, Walker entered the teacher's college and taught at Prince Albert Collegiate Institute. Walker completed his B.A in 1923 and joined the staff of the Saskatoon School Board teaching at Bedford Road Collegiate. When City Park Collegiate opened he was a member of the original staff and taught there until 1939 when he enlisted and became captain of the Saskatoon Light Infantry (SLI). He achieved the rank of Major while training at Aldershot, England and landed with the SLI in the invasion of Sicily. He was wounded in action in December of 1943 for which he received the Distinguished Service Order. He became the commanding officer of the SLI with the rank of Lieutenant Colonel and continued with them into the Netherlands, where he was stationed at the end of the war.

Walker returned home in the fall of 1945 and returned to his position as History teacher at City Park Collegiate. In 1952, he obtained his Bachelor of Education Degree. After teaching for one year at Nutana Collegiate he was appointed principal of Bedford Road Collegiate. In 1960, as principal, he planned and opened Mount Royal Collegiate. He left Mount Royal in 1963 to become a principal of the Armed Forces School in Marville, France, a position he held until June 1966, when he retired. Walker gave back in many ways to students and his community and served on the City of Saskatoon's Parks and Recreation Board, was a Director of the Corp of Commissioners and contributed as a member of the Advisory Board of St. Paul's Hospital.



### Lt. Gen. G.G. Simonds Park

Guy Granville Simonds was born in Bury St. Edmunds, England. He was the son of a British officer who brought his family to Canada. Simonds attended Royal Military College in Kingston, Ontario between 1921 and 1925, and joined the Canadian Permanent Force in 1926 as an artillery specialist. After some time studying in Britain, his understanding in modern mobile warfare brought him to join the staff of his alma mater Royal Military College, and he was published in the Canadian Defence Quarterly. As Britain became involved in the Second World War, he was transferred to Britain with the Canadian 1st Infantry Division in December 1939.

Simonds' first combat commission was during the Allied operations at Sicily commanding the 1st Infantry Division, participating in battles at Nissoria, Agira and Regalbuto. He was then appointed as the commander of the 5th Canadian Armoured Division for his brilliance commanding both infantry and tanks at Sicily. In January 1944, he was promoted to the rank of Lieutenant General and was placed in charge of Canadian troops of the II Canadian Corps. The II Canadian Corps reached Normandy in July 1944, participating in various actions in the Normandy region. During the actions in Normandy, Simonds invented the "Kangaroo", modifying available tanks into armoured personnel carriers. In September 1944, Simonds took over the 1st Canadian Army due to General H.D.G. Crerar's illness. In this role, his Canadian soldiers fought a bitter campaign to clear German defences at the Scheldt Estuary. With the mouth of the Scheldt cleared, Antwerp became a usable port capable of bringing large amounts of supplies for the Allied war effort. In his book "The Normandy Campaign" Victor Brooks lists Simonds as the most effective corps-level commander of the Allied Forces in Normandy.

After the Second World War, Simonds joined staff of the Imperial Defence College at Britain, then returned to the Royal Military College of Ontario in 1949 as its commander. Between 1951 and 1955, he served as the Chief of the General Staff of the Canadian Army.

In 1970, he was made a Companion of the Order of Canada. He died in Toronto on May 15, 1974.

### Richard St. Barbe Baker Afforestation Area

This area located south of Montgomery Place was planted by the City of Saskatoon Parks Division in 1972, with the aim of “improving the future environment of the city”. On Oct. 30, 1978, City Council named part of the planted area after Richard St. Barbe Baker (Oct. 9, 1889 – June 9, 1982), an internationally known forest advisor and conservationist from England. He crusaded against the widespread destruction of trees and campaigned for their planting to improve environments essential to the well-being of local residents and other living creatures.

St. Barbe Baker received an honorary Doctor of Laws degree in 1971 from the University of Saskatchewan and the Order of the British Empire from Queen Elizabeth in 1977. The World Wildlife Fund made him their first Honorary Life Member in 1989.

### Neighbourhood Schools

Montgomery Place has two schools and students that attend the schools live in the neighbourhood or come from other areas of the city by bus.

**Montgomery School** is a Kindergarten to Grade 8 public school, located at 3220 Ortona Street. Little Sprouts Preschool operates within Montgomery School. The school opened in September 1956, with an addition added in May 2003.

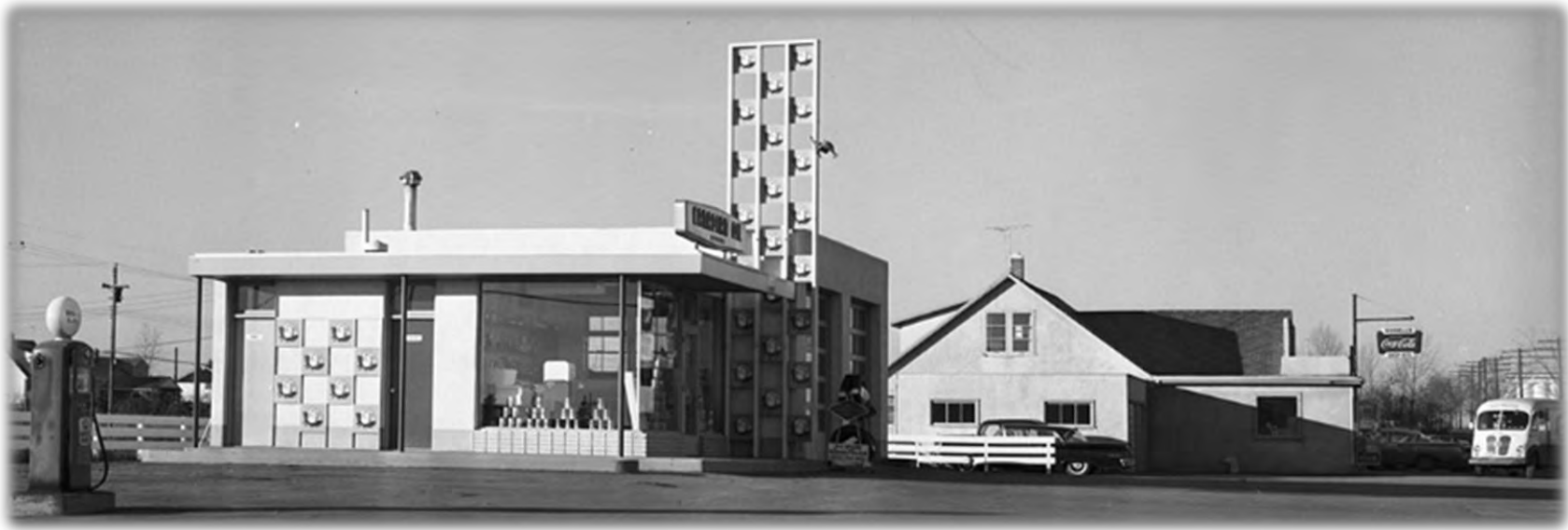


**St. Dominic School** is a Kindergarten to Grade 8 Catholic school, located at 3301 Dieppe Street. The school opened in September 1964. Precious Tots Preschool operates within St. Dominic School.

## Businesses

Montgomery Place is primarily a residential neighbourhood; however, there is a longstanding business in the area and industrial uses next to the neighbourhood boundary. Greg's Grocery is located at 3501 11<sup>th</sup> Street West.

There is also a commercial site at the cul-de-sac of Dundonald Avenue and 11<sup>th</sup> Street West that the Riddell family operated for many years as the Montgomery White Rose Service Station and Shop-Rite, a gas/service station and convenience store. The site is currently a vacant City-owned site where the Montgomery Place neighbourhood entrance sign and plantings exist today.



**Montgomery White Rose Service & Riddell's Shop-Rite – 1962**

(credit: Photograph QC-2068 by CFQC Staff, courtesy Saskatoon Public Library – Local History Room)

The grain elevator facility, located on the 11<sup>th</sup> Street Bypass was originally built in 1914 with reinforced concrete and an original capacity of three million bushels. It operated as a Canadian Government Grain Elevator until 1979, when it was sold to the Northern Sales Company Ltd. Viterra purchased the facility in 1990 and today, it has a licenced storage capacity of 156,670 metric tonnes (5.5 million bushels) and is serviced by the Canadian National Railway and Canadian Pacific Railway. With a rail capacity of up to 134 cars, it is one of Viterra's major terminals.

The Canadian National Railway company also has a major rail yard south of the neighbourhood.



**Canadian Government Grain Elevator – 1920**  
(credit: Photograph LH-7381-A by Unknown,  
courtesy Saskatoon Public Library – Local History Room)



**Viterra Grain Elevator – 2018**

## Religion

### St. David's Trinity United Church

St. David's United Church was formed in 1948. The congregation began worship in King George School as a mission extension of St. Thomas Wesley United Church.

Back in 1956, most young veterans and their families were church oriented and sought a place to worship in the community. St. David's Church and Montgomery School became the places to worship and Sunday school for the younger generations. In March 1960, the first meeting was held for United Church Committee of Montgomery Place. In November 1960, the committee chose Trinity for the church's name in Montgomery Place. In spring 1962, the architectural firm of Tinos Kortes was

engaged to design a church in the neighbourhood. That October, the building plans were approved and Little Borland Construction was chosen to build the church. On April 7, 1963, the sod turning occurred for Trinity United Church at the corner of Merritt Street and Rockingham Avenue.

It was named the Trinity United Church before St. David's Church was sold in the King George area; the two churches amalgamated into St. David's Trinity United Church in 2008.



## Montgomery Place Then & Now

The following is a collection of historic photos of Montgomery Place homes paired with a current photo.



**3212 Caen Street – 1955**  
(credit: Montgomery Place Community Association)



**3212 Caen Street – 2018**



**3101 Ortona Street – 1950s**  
(credit: Barb Biddle)



**3101 Ortona Street – 2018**  
(credit: Barb Biddle)



**3141 11<sup>th</sup> Street West – 1955**  
 (credit: Montgomery Place Community Association)



**3141 11<sup>th</sup> Street West – 2018**



**1208 Haida Avenue – 1959**  
 (credit: Montgomery Place Community Association)



**1208 Haida Avenue – 2018**



**St. David's Trinity United Church – 1985**  
 (credit: Photograph LH-8600 by McPherson, Arlean E.,  
 courtesy Saskatoon Public Library – Local History Room)



**St. David's Trinity United Church – 2018**

## Neighbourhood Timeline

The following is a collection of significant milestones in the history of the Montgomery Place neighbourhood:

- 1942 – Veterans' Land Act (VLA) was passed in Ottawa
- 1944 – VLA offices opened in Saskatoon
- July 11, 1945 – VLA administration purchased 230 acres of land from RM of Cory, south of 11<sup>th</sup> Street, west of Saskatoon and Montgomery Place was established
- September 1945 – Construction began on the first homes in Montgomery Place. Twenty-five homes were completed by May 1946, and the first four families moved in that summer
- May 1946 – Construction began on sewer and water extensions to Montgomery from the City of Saskatoon and were completed in the fall
- 1947 – The Montgomery Place Ratepayers' Association formed

- April 1951 – With only a handful of houses built in the neighbourhood, VLA administration decided to offer a small number of lots for sale to the general public. After the first lot was purchased by a civilian, a rush of applications from veterans followed, part of a general housing boom in Saskatoon in the 1950s
- January 1, 1955 – Montgomery officially became part of Saskatoon
- 1956 – Montgomery School opened at the corner of Caen Street and Currie Avenue
- 1963 – Trinity United Church was built on the corner of Merritt Street and Rockingham Avenue
- Nov. 17, 1964 - The downtown rail yards were officially closed and the new CN station at Chappell Yards, south of Montgomery, opened
- 1964 – St. Dominic School opened on Dieppe Street
- 1965 – CN Curling Club was constructed
- 1978 – Montgomery Place streets were paved
- 1978 – The 25-year VLA agreement with the City of Saskatoon for Montgomery Place property taxes came to an end
- 1989 – Montgomery Place dedicated a memorial cairn to the veterans who had returned from World War II and established Montgomery Place
- 1996 – The first Remembrance Day service was held at the Memorial Cairn in Montgomery Park
- 2000 – The Montgomery Place sign at the corner of 11<sup>th</sup> Street and Dundonald was erected
- 2007 – Informational street signs were erected to explain the choice of street names for Montgomery Place
- 2011 – The new 11<sup>th</sup> Street Bypass opened
- 2013 – Circle Drive South officially opened
- 2013 – New monument honouring the 565 veteran families who called Montgomery Place home from 1946-1977 was installed near the existing cairn
- 2015 – Local Area Planning process began
- 2016 – Montgomery Place was recognized as a National Historic Site of Canada
- 2016 – Montgomery Place speed limit reduced to 40km/hour

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# 1. Land Use, Zoning & Housing

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The Montgomery Place neighbourhood originated as part of the Veterans' Land Act (VLA) of 1942. The history section contains more information about the formation and original housing form of the neighbourhood.

Every parcel of land in Saskatoon is assigned a land use policy district under the Official Community Plan (OCP) Bylaw No. 8769, and a zoning designation under the Zoning Bylaw No.8770. These two bylaws regulate development throughout the city. The land use policy district identifies the general type of land use appropriate for a particular site while the zoning district establishes more specific development regulations related to permitted uses, building setbacks, parking requirements and other standards.

The OCP and accompanying map divide the city into different land use designations and outlines objectives and policies for each (e.g., residential, downtown, commercial suburban center, and industrial). The OCP also contains specific land use

development policies and land use policy maps for Saskatoon's Local Area Plan (LAP) neighbourhoods. Through the LAP, a policy map for Montgomery Place will be developed. Land use policies are intended to enhance certainty about existing and proposed land uses, and increase opportunity for public input into policy change.

## Goals

The Montgomery Place Local Area Plan Committee (LAPC) has outlined several goals to guide land use, zoning and infill. They are as follows:

1. Vacant parcels should not be developed for townhouses or multiple unit dwellings
2. New commercial developments on existing commercial sites should fit the character of Montgomery Place by being oriented towards serving the neighbourhood
3. The aging population should be supported with more seniors housing and special care homes
4. The character of Montgomery Place should be preserved by maintaining large lot sizes and low density development
5. To minimize intrusive elements which would detract from the sense of history of the area

## Historical Land Use Amendments, Characteristics & Trends

In May 1979, the northwest edge of Montgomery Place was rezoned from the R2 Zoning District (one or two unit residential) to the R4 Zoning District (multiple unit residential). The intended use for R4 district was multi-unit residential developments, ranging from two-story townhouses up to four-story apartments and condominiums. The applicant, F. Mendel Holdings Ltd., advised that the rezoning "would allow the development of the property for multi-family purposes, such as townhouses and condominiums." Between 1979 and 1999, a number of development enquiries and preliminary proposals were brought forward for the subject lands, but no development took place.

On February 13, 2012, an application to amend the Official Community Plan (OCP) Phasing Map regarding the lands along 11<sup>th</sup> Street West was received by City Council. The intent was to facilitate development of the subject property in accordance

with the existing RM4 (Medium/High Density Multiple-Unit Dwelling District) zoning. This amendment to the OCP Phasing Map allowed for new developments to proceed.<sup>6</sup>

The first phase began in May 2012, with the construction of three apartment buildings containing 192 homes. The next phase included construction of 95 townhouses which began in November 2014, and is largely complete. The construction of 22 additional townhouses began in March 2015 and is also nearing completion. Lastly, construction of 20 townhouses began in July 2016 with expected completion in 2018.

Administration believes adding these 329 homes will provide a mix of housing options that will allow families and residents to enjoy a more sustainable and desirable neighbourhood. Mixed housing encourages residents to age in place, live closer to aging family and up or downsize their homes to accommodate changes in lifestyle.

#### Land Use Characteristics & Trends

- Consistent land use mix – one unit dwellings form the majority of the built environment
- Medium-density residential housing is clustered together on sites north of 11<sup>th</sup> Street West
- Infill housing replacing aging housing stock has been a trend over the past 20 years and has rapidly increased since 2011
- Subdivision of 215 lots over the past 50 years has added density to the neighbourhood
- Limited commercial development – several large parcels on the periphery of Montgomery Place remain as underdeveloped vacant lots
- Land use decisions made on Montgomery Place's periphery over the next 10 years will be a significant factor in the future character and identity of the neighbourhood
- Development over the next 10 years will be largely determined by individual land owners.

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<sup>6</sup> City of Saskatoon, OCP Amendment, Bylaw No.9104, June 24, 2013.

## Historical Zoning Amendments

In June 2003, the Zoning Bylaw was amended to increase the minimum site width in Montgomery Place via Bylaw No. 8213. The amendment increased the minimum lot size from 15m wide by 30m deep, to 18.25m by 39.6m, including a provision to accommodate legal non-conforming situations created by increased lot sizes. By comparison, the minimum lot width in a Category 1 Established Neighbourhood is 7.5m and the minimum lot depth is 30m.

The amendment was brought forward by the Montgomery Place Community Association and was directed through a consultation process with the residents of the neighbourhood, in which 595 of the 876 Montgomery Place residents were contacted and 524 supported the increase in minimum lot size.<sup>7</sup> The objective of increasing the minimum lot width and depth was to ensure the character of the neighbourhood was preserved.

Prior to the increase in minimum lot size, there was potential for 75 lots to be subdivided for infill development. Now there are only 20 lots remaining that could potentially be subdivided in Montgomery Place. The majority of these would require the existing dwelling to be removed, as they are oriented in the middle of the sites and do not have adequate space on either side of the dwelling to facilitate subdivision.



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<sup>7</sup> City of Saskatoon, Zoning Amendment, File No CK. 4350-1, June 23, 2003

## Neighbourhood Boundaries

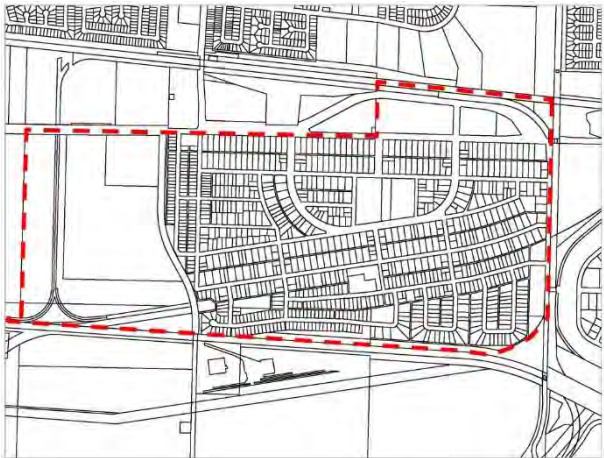
The boundaries of the Montgomery Place Neighbourhood have been amended several times since the neighbourhood amalgamated with the City of Saskatoon.



**Map 1: Original Neighbourhood Boundary**



**Map 2: 1960s Neighbourhood Boundary**



**Map 3: 1980s Neighbourhood Boundary**



**Map 4: Proposed Neighbourhood Boundary**

**RECOMMENDATION 1.1 – CHANGING NEIGHBOURHOOD BOUNDARY TO RESEMBLE HISTORIC LIMITS:** *That the Planning & Development Division amend the Montgomery Place neighbourhood boundary as shown in the Montgomery Place Proposed Land Use Policy Map.*

The LAP Committee expressed concerns with the existing neighbourhood boundary. Montgomery Place includes a large Future Urban Development (FUD) area west of Chappell Drive. The purpose of the FUD District is to provide for interim land uses where the future use of land or the timing of development is uncertain due to servicing, transitional use or market demand. The LAP Committee was concerned that if these sites were developed in the future, the form and qualities would not fit the neighbourhood's character.

It is recommended that the neighbourhood boundary of Montgomery Place be amended to align with Chappell Drive, so the FUD parcels become part of the South West Development Area. It is also recommended that the northern boundary on 11<sup>th</sup> Street West be extended to include one undeveloped site, currently zoned R2, which is part of the Aggro Industrial Neighbourhood. During the LAP residents indicated that they felt as if this parcel was part of their neighbourhood, and wanted to provide input to guide future development. Further, if the site were to be developed as residential, it would be the only residential site in the Aggro Industrial area.

Although the neighbourhood boundary is proposed to be amended, it is an objective of the LAP Committee that the FUD area west of Chappell Drive be developed as light industrial or as a business park. Quality of life for residents could be improved if the main access for the CN Yards was moved further west. This would alleviate some of the high-volume traffic on Chappell Drive, and could be completed during development of the FUD sites. To further reduce the impact of development, an appropriate interface and transition to the development should be considered during Sector Plan and subsequent Concept Plan development for the area west of Montgomery Place.

**RECOMMENDATION 1.2 – RELOCATION OF CHAPPELL DRIVE:** *That the Planning & Development Division, in planning for the Southwest Development Area, consider relocating the Chappell Drive further west at the time of development of the*

*Future Urban Development (FUD) sites, and that the existing Chappell Drive location be reviewed and considered for sound attenuation.*

## Local Area Plan Neighbourhood Land Use Policies

The objective of specific land use policies is to recognize the historic and diverse residential land use character and future development potential of each LAP Neighbourhood, as well as to provide a range of appropriate densities and housing types. The land use pattern is reviewed in light of city-wide goals and objectives as well as local goals.

The land use policy maps for the LAP neighbourhoods are based on analysis of demographic, economic and development characteristics and on discussions held with neighbourhood stakeholders and other interested persons and groups. The land use policies and land use patterns for the LAP Neighbourhoods are intended to achieve the following goals:<sup>8</sup>

- a) to increase certainty about locations and densities of new development in each LAP Neighbourhood
- b) to clearly define the future character of each neighbourhood and influence to a high degree the kinds of development taking place in LAP Neighbourhoods
- c) to protect and preserve established, stable, low density areas from undesirable and potentially harmful development
- d) to provide a clear and concise regulatory framework for the administration of land use changes in the LAP Neighbourhoods

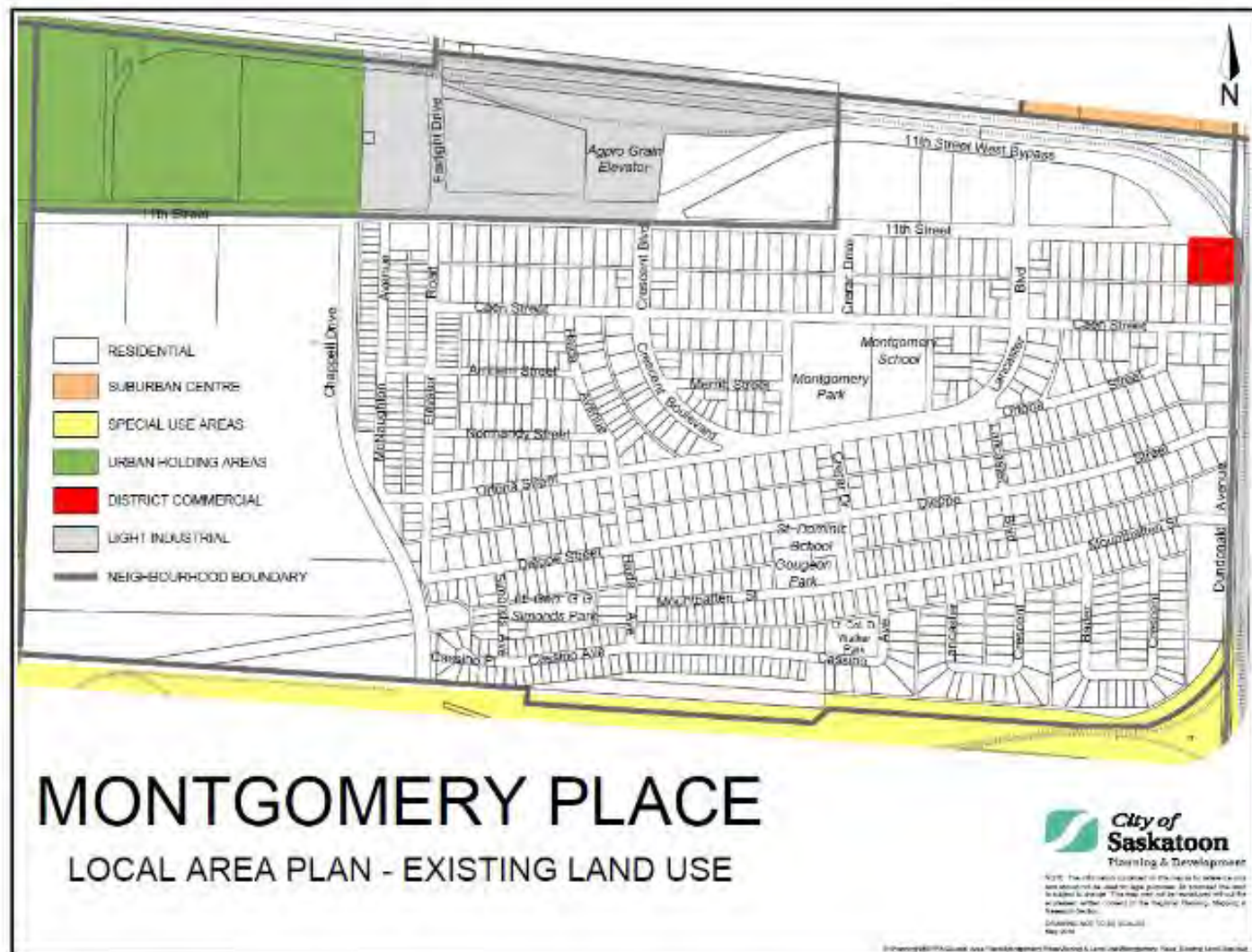
The existing Official Community Plan Land Use Map is shown in Map 5, and the proposed amended Official Community Plan Land Use map is shown in Map 6.

**RECOMMENDATION 1.3 – ADOPT MONTGOMERY PLACE LAND USE POLICY MAP:** *That the Planning & Development Division add the Montgomery Place Proposed Land Use Policy Map to the Official Community Plan No. 8769.*

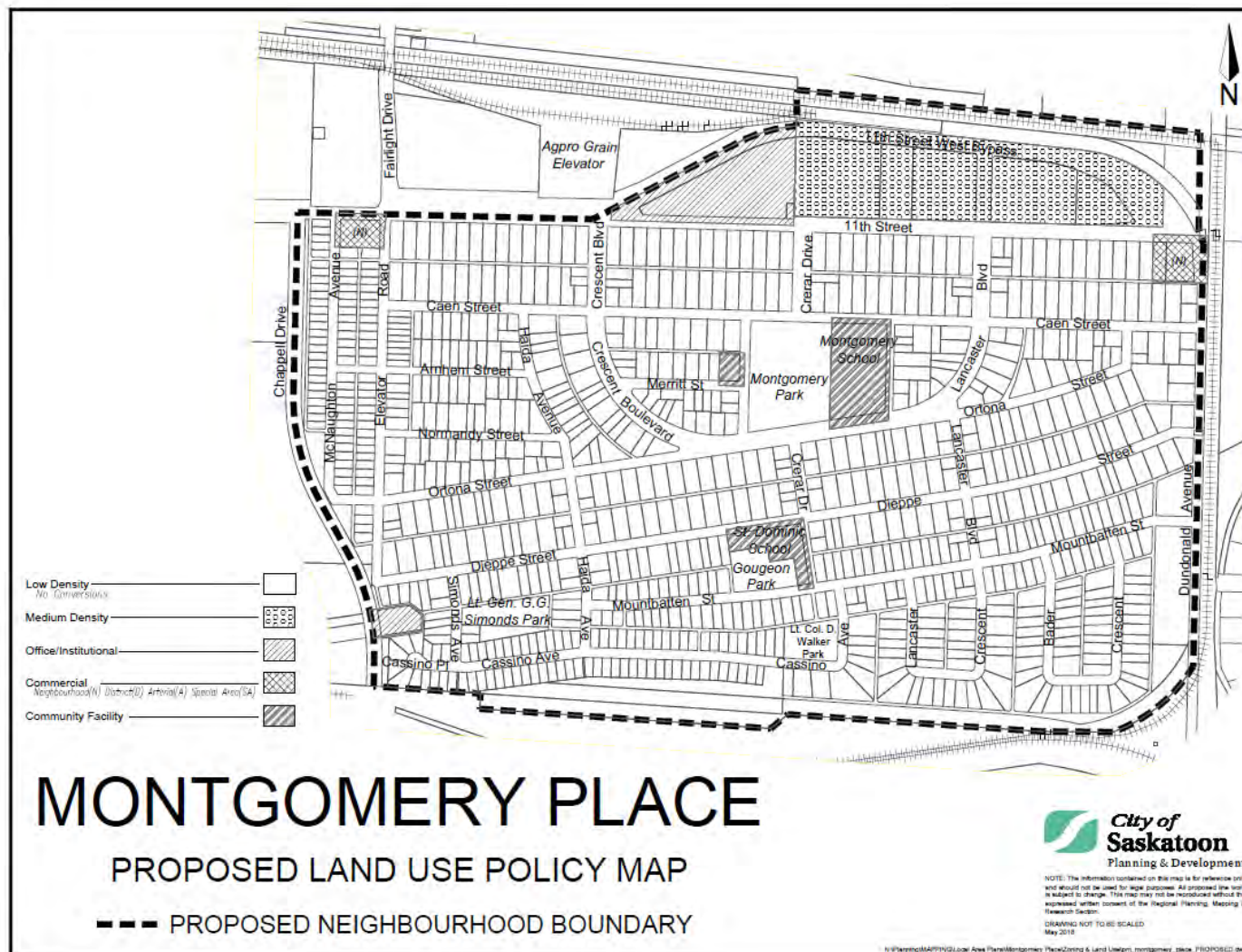
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<sup>8</sup> City of Saskatoon Official Community Plan, Page 97

## Official Community Plan Land Use Map



**Map 5: Existing Official Community Plan Land Use Map**



**Map 6: Proposed Official Community Plan Land Use Map**

Amendments to the OCP Land Use Map are needed to ensure that the character of the neighbourhood is preserved. The existing OCP land use designation for the majority of the neighbourhood is residential. This general residential designation allows for all residential zoning districts, and simplifies applications to rezone residential sites to permit greater density, such as townhouses and multiple-unit dwellings.

A critical part of Montgomery Place's character is in the large residential lot size. In July 2017, a neighbourhood-wide land use survey was conducted, with 140 self-identified Montgomery Place residents participating. Through the Land Use Survey, and throughout the LAP, residents gave strong indication that they would like future development of the neighbourhood to include low-density land uses like single family homes. The survey found 95 per cent of participants in support of single family home construction. Only 13 per cent said they supported construction of additional townhouses.

To achieve this community objective, the proposed Montgomery Place Official Community Plan Land Use Map downzones the existing land use designation from residential to low-density residential, for all but six residential sites north of 11<sup>th</sup> Street West. In order to align with existing RM4 zoning, these sites north of 11<sup>th</sup> Street West are proposed to be amended from residential land use designation to medium density residential designation. The undeveloped city-owned parcels on Dundonald Ave are zoned R2 and permit low-density residential development. This designation fits in with the community's objective of remaining low density residential, and opposing future applications to rezone these sites to higher density. The depth of these sites is more suited to townhouse development than single family homes, and there may not be interest from the development community to purchase these sites from the City for single family home use. If a home builder were to purchase these site for the purpose of constructing townhouses, they would be required to rezone the site and amend the OCP Map to a higher-density land use designation. Residents would be notified and invited to provide input, including whether the concerns raised in this LAP are still applicable, or if conditions have changed, whether a specific townhouse proposal could be supported.

The existing undeveloped R2 zoned site on 11<sup>th</sup> Street West is proposed to be amended from residential to institutional. The community expressed concern with lack of opportunities for residents to age in place. Currently older senior citizens who no longer want to live in a single family home must look outside of the neighbourhood to find housing. While a

development proposal has not been received, this OCP land use designation would accommodate a future rezoning application that may permit a special care home or similar senior citizens oriented housing, a medical clinic and pharmacy. It would continue to prohibit medium and high-density residential and arterial commercial development. In the Land Use Survey, 63 per cent of people supported the construction of a seniors housing development. However a special care home requires a specific land use and there may not be interest from the development community to purchase this lot from the City for this purpose. Community interests and condition may also change over time. Should a developer offer to purchase this site from the City for the purposes of rezoning and developing the site in a different form, such as townhouses, nearby residents will be contacted and invited to provide comments on the proposal and advise whether the concerns raised in this LAP are applicable to a specific development.

The CN Curling Club on Chappell Drive is zoned M3. In order to preserve this zoning and to indicate the community's objective not to rezone this site for commercial, it is proposed the OCP land use designation be amended from residential to institutional.

The three existing commercial sites on 11<sup>th</sup> Street West are proposed to be amended from District Commercial to Neighbourhood Commercial. These sites are currently zoned B2 (District Commercial). The purpose of this district is to provide an intermediate range of commercial services for the neighbourhood, such as

retail stores and restaurants, while prohibiting more intense commercial uses such as service stations and nightclubs. By amending the OCP land use designation, the community is indicating that they do not wish to have these parcels rezoned for arterial-scale commercial development by reaffirming that B2 is the appropriate commercial zoning in the neighbourhood.



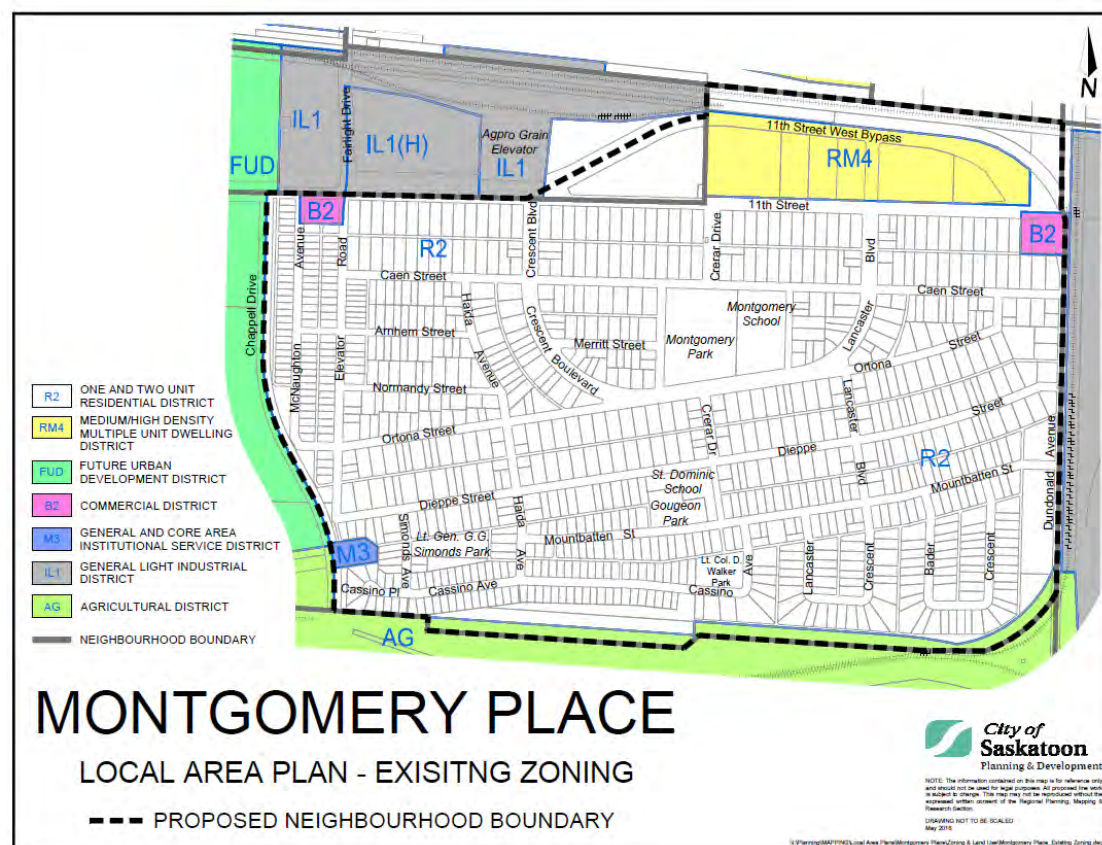
There are three critical community gathering places identified in the proposed Montgomery Place OCP Land Use Map. It is proposed that the OCP land use designation for Montgomery School, St. Dominic School and St. David's Trinity United Church be changed to Community Facilities. Community Facilities are focal points for neighbourhoods. In order to promote the stability and character of residential neighbourhoods, the City shall encourage the adaptive reuse of the community facility and site for residential, educational, institutional, recreational or other community-oriented use.



## Montgomery Place Zoning

Map 7 shows the existing zoning in Montgomery Place. The majority of residential sites in Montgomery Place are zoned R2 – one and two-unit residential. Several sites on the north periphery of the neighbourhood are zoned RM4 – medium/high density multiple unit dwelling district.

Two properties on 11<sup>th</sup> Street West are designated as B2 - District Commercial. Currently, the small B2 site on the western edge of the neighbourhood serves as a local grocery store while, the other B2 at the eastern edge (previously a gas station) is vacant.



**Map 7: Existing Zoning Map**

The site of the CN Curling Club at the southwestern edge is zoned M3 – General Institutional Service District. The M3 District can facilitate a wide range of institutional and community activities such as community centres and health clubs.

Three IL1 – light industrial sites are on the north side of 11<sup>th</sup> Street West and outside of the neighbourhood boundary.

No amendments to the existing zoning are proposed. Should an application be put forward in the future to construct a senior citizens special care home or similar senior citizens housing on the undeveloped site north of 11<sup>th</sup> Street West, rezoning from R2 Zoning District to M3 Zoning District by agreement, may be required. If such an application is received, the community and adjacent property owners will be notified by the City.

Community stakeholders in Montgomery Place have voiced a desire to see the existing low-density character of the residential areas preserved. Community stakeholders feel that increased residential density could compromise the character of the neighbourhood. At a Nov. 19, 2015 meeting, the Montgomery Place LAP Committee discussed future growth and housing for the neighbourhood. The discussion generally focused on the following:

#### Residential Development

- Retention of built character
- Preservation of naturalized areas
- Mitigating traffic concerns
- Ensuring adequate servicing
- Preservation of built heritage

#### Commercial Development

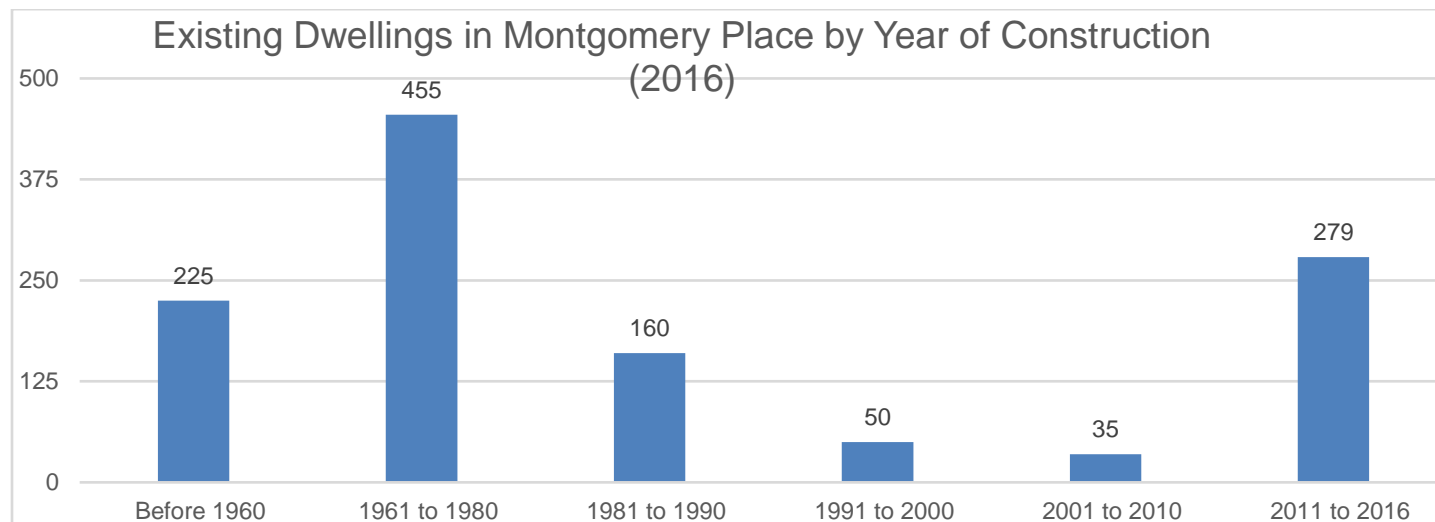
- Addition of needed services (medical clinic, optometrist, drug store etc.)
- Retail or convenience that fits the neighbourhood character
- Restaurant or coffee shop that fits the neighbourhood character

There is an opportunity to educate homeowners and home builders about the history of Montgomery Place, the unique development form, and the architectural style of the original VLA homes. Further education will help encourage people to consider these characteristics when performing renovations or constructing a new home.

## Housing Profile

### **Montgomery Place Housing Quick Facts (2016):**

- 1240 homes in the neighbourhood
- 81.07 per cent of homes are owner occupied
- More new homes were constructed between 2011 and 2016 than in the previous three decades combined
- Average household size is 2.8 persons
- Average selling price of a single family home in Montgomery Place in 2015 was \$470,041



**Chart 1: Existing Dwellings by Year of Construction**

The Statistics Canada 2016 census released data showing the self-reported age of all dwellings in Montgomery Place. The 2011 to 2016 shown in the graph was populated using City of Saskatoon building permit data for this period. Statistic Canada data showed 155 homes in this category. The discrepancy in self-reported census data and building permit data is likely due to several multiple unit dwellings which were newly constructed or under construction at the time of the census, and were unlikely to be fully occupied.

Following decades of stability, Montgomery Place has experienced a substantial amount of new home construction in the 2010s. According to data from the City of Saskatoon and Statistics Canada, 279 homes were completed between 2011 and 2016 (seven one-unit dwellings, four two-unit dwellings and 268 multiple-unit dwellings and townhouses). By comparison, only 50 homes were constructed in the 1990s and only 35 in 2000s. More homes were constructed in Montgomery Place between 2011 and 2016 than in the previous three decades combined. Montgomery Place has not experience this much new construction since the period from 1961 to 1980. Of the current homes in the neighbourhood, 455 were reported to have been constructed during that period.

**Montgomery Place and Saskatoon Housing Statistics (2016)**

Neighbourhood	Dwelling Unit by Type				Net Neighbourhood Area	Dwelling Units per Net Acre
	Single Family	Two Unit	Multi-Unit	Total Dwellings	Acres	Per acre
Montgomery Place*	861	50	329	1240	297	4.17
Silverspring	1315	12	362	1689	273	6.18
Avalon	1046	122	237	1405	189	7.42
King George	662	138	41	842	93	8.97
Sutherland	1011	446	1166	2623	295	8.90
Hampton Village	1644	362	788	2794	283	9.86
Nutana	1285	160	2103	3548	235	15.08

**Table 1: Housing Statistics**

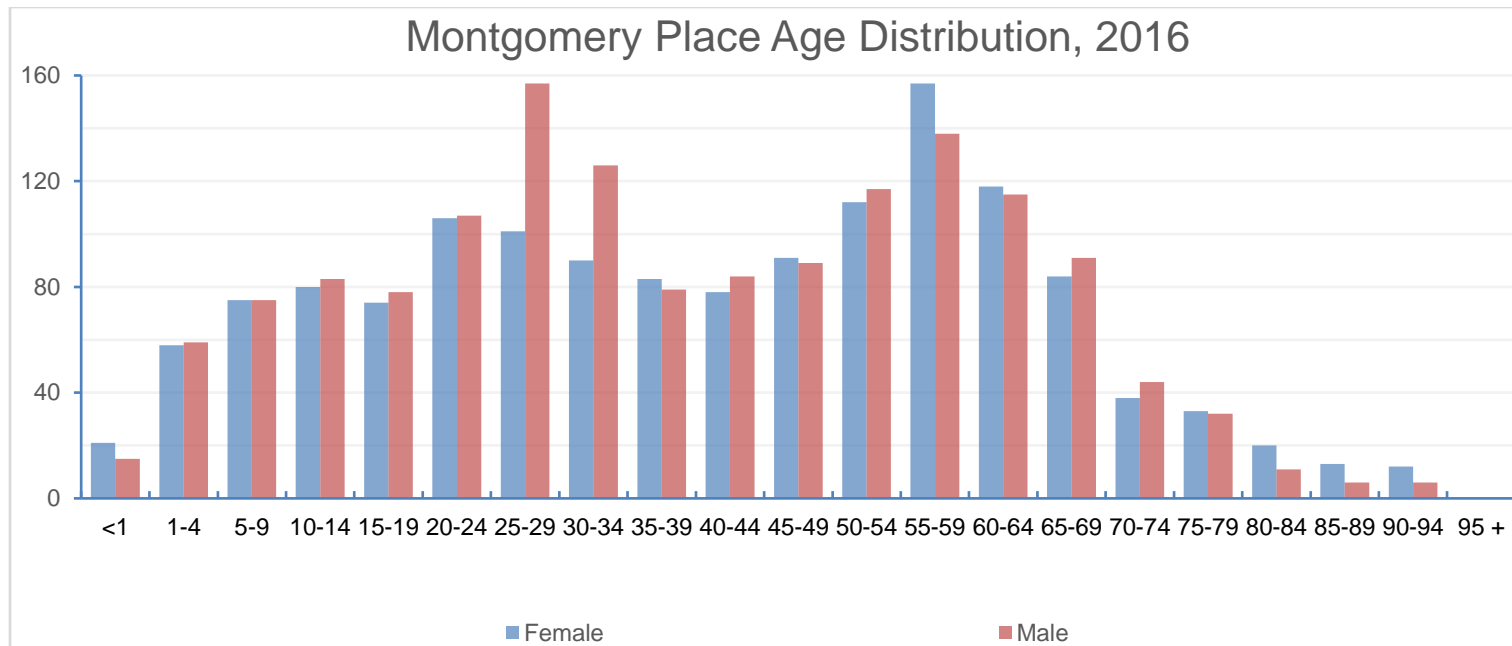
\*Data includes multiple unit dwellings under construction at the time of writing the report, and excludes FUD sites west of Chappell Dr.

In 2011, there were 895 homes in Montgomery Place and a homeownership rate of 97.2 per cent. At that point, the majority (861) of homes in Montgomery Place were one-unit dwellings (96.2 per cent). Since 2011, 279 homes have been constructed, most of which are multiple-unit dwellings or townhouses. This has changed the neighbourhood composition; to date, single-family dwelling types still make up 72 per cent of all dwelling units and homeownership rates remain high at 81.5 per cent. At the time of writing this report, an additional 50 townhouse units were largely complete. Once occupied, they will affect these statistics.

The housing affordability rating in Montgomery Place in 2015 was 4.88. A rating of three or less is considered affordable; more than three is considered unaffordable. The overall affordability rating for the City of Saskatoon was 4.55. The average sale price of a single family home was \$470,041 in Montgomery Place, compared to \$354,000 for Saskatoon as a whole.

Montgomery Place was established in 1945 as a Veterans' Land Act (VLA) community – one of many rural subdivisions built across Canada to house returning veterans after WWII. As such it was planned and designed by Veterans Affairs featuring large lots with distinctive 30 metre frontages compared to 7.5 metre frontages in the inner city and 15 metre frontages in other suburban developments of Saskatoon. The net density for the City of Saskatoon is 8.77 dwelling units per acre. Even with recent medium density residential development and excluding the large undeveloped sites west of Chappell Drive, Montgomery Place has a net density that is less than half of Saskatoon at 4.17 dwelling units per acre. This lack of density has provided Montgomery Place with many benefits including the small town feel and large back yards.

Residents have expressed concerns that there is minimal opportunity to *age in place*, as there are few options for senior citizens housing. As of 2016, 41 per cent of the Montgomery Place population is over the age of 50. This indicates the demand for senior citizens housing in the neighbourhood should significantly increase over the next decade.



**Chart 2: Montgomery Place Age Distribution**

The predominant housing style in Montgomery Place is single family. As area residents age, their housing desires and requirements are likely to change. It is important that neighbourhoods strive to offer a variety of housing types, allowing citizens to remain in the neighbourhood throughout their entire life.

**RECOMMENDATION 1.4 – PROVIDING OPPORTUNITY TO AGE IN PLACE:** *That the Saskatoon Land Division and the Planning & Development Division consider supporting the sale and rezoning of the undeveloped parcel on 11th Street West (Block DD, Plan 102080225) for a medium density special care home or similar seniors' housing development, should an application be made.*

## Infill Housing

Montgomery Place has grown through slow and tempered development and its character has been largely retained. The LAP Committee is concerned that infill projects have potential to unduly impact the existing character of the neighbourhood.

The Neighbourhood Level Infill Development Strategy (Infill Strategy) is one part of a comprehensive plan for infill development within built-up areas of the city. The Infill Strategy addresses small-scale infill opportunities on individual residential lots, with an assessment of Saskatoon's established neighbourhoods. Established neighbourhoods include those located inside Circle Drive, Sutherland and Montgomery Place.

The Infill Strategy was developed to ensure the distinctive development patterns and historic characteristics of pre-war and post-war neighbourhoods are maintained. It proposes regulatory amendments to minimize massing of new developments, regulate infill lot grading, address parking concerns and retain neighbourhood character. The Community Association does not believe that the Infill Strategy currently ensures the distinctive development patterns and historic character of the neighbourhood are maintained and enhanced.

The City has implemented two items identified in the Infill Strategy: regulations to allow for garden and garage suites and regulations for primary dwellings.

The City of Saskatoon believes established neighbourhoods will be protected and enhanced through reinvestment and improved housing choice. Infill development will be low rise, high quality and context sensitive – reinforcing the attributes of Saskatoon's beautiful residential districts.



## Guiding Principles of the Local Area Plan

1. Preserve and enhance the unique character and quality of established neighbourhoods, ensuring context appropriate development
2. Promote enhanced character in evolving neighbourhoods
3. Promote high quality design and best practices
4. Allow for a variety of housing types and designs, ensuring flexibility
5. Encourage neighbourly exchange, while ensuring privacy
6. Prioritize pedestrian-oriented streetscapes with rear lane and off-street parking
7. Ensure safe, walkable, accessible neighbourhoods
8. Promote affordability
9. Protect and expand the tree canopy and ensure its longevity and regeneration
10. Incorporate environmental innovation and sustainable building practices.<sup>9</sup>

## More information about Neighbourhood Level Infill is available at [Saskatoon.ca](http://Saskatoon.ca)

Through the LAP process, a number of concerns around infill development have been raised. The following table details concerns regarding infill development and the relevant controls in place to help address those concerns.

	Concerns	Conditions and Considerations
	<b>Loss of Greenspace</b>	<ul style="list-style-type: none"><li>• Several sites surrounding Montgomery Place are developable vacant lots not classified as parks. Due to servicing requirements, development has not occurred to this point.</li><li>• Emphasis should be on the designation of formal, high quality greenspace surrounding Montgomery Place.</li></ul>

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<sup>9</sup> City of Saskatoon, Neighbourhood Level Infill Development Strategy, November, 2013

	<b>Increased Traffic</b>	<ul style="list-style-type: none"> <li>• New construction should be located on the periphery of the neighbourhood and should not create significant impact to local traffic.</li> <li>• To reduce traffic congestion, pedestrian-oriented streetscapes with rear lane, driveway and off-street parking should be prioritized.</li> <li>• Foster a safe, walkable, accessible neighbourhood as well as promote and build capacity for alternative forms of transportation.</li> </ul>
	<b>Loss of Built Character</b>	<ul style="list-style-type: none"> <li>• Preserve and enhance the unique character and quality of established neighbourhoods, ensuring context appropriate development.</li> <li>• The City of Saskatoon infill guidelines seek to promote high quality design and best practices.</li> </ul>
	<b>Large Homes Being Built</b>	<ul style="list-style-type: none"> <li>• New development is to preserve and enhance the unique character and quality of Montgomery Place, ensuring context appropriate development.</li> </ul>
	<b>Strain on Infrastructure</b>	<ul style="list-style-type: none"> <li>• Infrastructure burdens will be considered with any development to ensure the infrastructure can accommodate the proposed development. New development is straining water and sewer infrastructure.</li> </ul>
	<b>Low Quality Construction</b>	<ul style="list-style-type: none"> <li>• The National Building Code and Zoning Bylaw No. 8770 are in place to ensure appropriate building and development standards are adhered to.</li> <li>• New infill homes and town houses are constructed poorly.</li> </ul>
	<b>Increased Crime</b>	<ul style="list-style-type: none"> <li>• Neighbourhood Watch can be an effective tool to keep neighborhoods safe.</li> <li>• Increased population has the ability to reduce crime. More information on crime is available in the Safety Section.</li> <li>• Infill housing, townhouses, and multiple unit dwellings are generating more crime.</li> </ul>

	<b>Loss of Vegetation</b>	<ul style="list-style-type: none"> <li>• Infill development guidelines aim to protect and expand the tree canopy and ensure its longevity and regeneration.</li> </ul>
	<b>Loss of Privacy</b>	<ul style="list-style-type: none"> <li>• Development should encourage neighbourly exchange, while ensuring privacy.</li> </ul>
	<b>Drainage</b>	<ul style="list-style-type: none"> <li>• Drainage is affected by Bylaw No. 8379 and the drainage Bylaw No. 8987. The Storm Water Management Utility and the inspectors who enforce these bylaws are available to help resolve issues that arise from improper drainage, landscaping and new construction. More information on drainage is available in the Drainage Section</li> </ul>

In the open response section of the Land Use Survey, many participants stated that developers need to consider the character of Montgomery Place when constructing new homes.

While the homes being constructed in the 2010s are a different architectural style than those constructed in the 1960s and 1970s, they are similar in terms of development standards such as setbacks, height and site coverage. Since the construction boom in Montgomery Place in the 1970s and 1980s, several development standards for building a new home have been introduced to prevent large out of scale homes from being constructed. The Community Association stated that the Infill Development Guidelines should expand to better protect established neighbourhoods such as Montgomery Place.

It is also recommended that the neighbourhood work with the City of Saskatoon to communicate their preferred form of development to those looking to build in the community.

Some of the details outlined by the Community Association regarding what the preferred form of development in Montgomery Place are listed below:

- i) sensitive to adjacent development;
- ii) does not remove existing trees in the neighbourhood;

- iii) does not maximize site coverage so the 'large lot' feel is retained;
- iv) retains a consistent house to yard ratio to the rest of the neighbourhood;
- v) keeps a consistent front yard setback to the rest of the block;
- vi) keeps a similar depth of home to adjacent properties;
- vii) obtains the appropriate driveway crossing permits and installs the correct driveways and drainage culverts;
- viii) uses a similar side yard setback to older development in the neighbourhood rather than only using the minimum required side yard setbacks;
- ix) does not look imposing from the street by putting the whole building face at the minimum required front yard;  
and
- x) does not remove greenspace as it affects both heritage and drainage.

**RECOMMENDATION 1.5 – MONTGOMERY DEVELOPMENT BROCHURE:** *That the Montgomery Place Community Association develop a brochure offering suggestions for infill development and significant additions that explains Montgomery Place's unique character, and that the Building Standards Division include the brochure with the other Montgomery Place materials distributed upon application for a building permit.*

## Additional Land Uses in the Neighbourhood

The idea of adding a small neighbourhood sized off-leash dog park was brought up at community meetings. At the June 18, 2018 LAP Open House, a recommendation to survey the community on their needs for a dog park was presented. This recommendation was both one of the most liked and most criticized recommendations. Many members of the neighbourhood raised concerns about losing existing park space and whether the need in the area was sufficient. There are larger dog parks in the surrounding area, but none within a short walk from most of Montgomery Place. As the majority of dog parks are on the west side of the river, the City of Saskatoon's current plan is for the next dog park to be built east of the river. Surveying dog park users in the neighbourhood would reveal needs, whether there are ways to better support dog parks users or if the existing dog parks in the area need to be promoted. Under no circumstances does this LAP

recommend existing park space in Montgomery Place be used for a small dog park. If a significant need for a small neighbourhood-level dog park is identified, there are small undeveloped parcels of land that could be suitable.

**RECOMMENDATION 1.6 – SURVEY NEED FOR ACCESS TO OFF-LEASH DOG PARK:** *That the Neighbourhood Planning Section and the Montgomery Place Community Association survey the neighbourhood about their opinion of dog parks, and that the Recreation and Community Development Division receive the survey results and consider that sites within and adjacent to Montgomery Place be developed for a dog park, if required.*

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## 2. Parks & Open Spaces

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Montgomery Place has a variety of parks and open spaces within and near to the neighbourhood. Through LAP meetings, local stakeholders communicated the importance of protecting existing park spaces and many of the informal open spaces just outside the neighbourhood as they are regularly used for active and passive recreation.

The Richard St. Barbe Baker Afforestation Area that is south of the CN Intermodal Yards was identified as a valuable natural resource that residents feel is part of the neighbourhood and take pride in, despite it being outside the official neighbourhood boundaries.

It is important to the community that parks and open spaces are protected and improved while potential new sites are investigated.

## Parks and Open Spaces Goals

The Montgomery Place LAPC identified a number of goals intended to guide the future role of parks and open spaces in and around the neighbourhood. They are as follows:

1. That existing park spaces are used to their full potential through active and passive recreational opportunities
2. Where possible, use vacant lots and empty spaces for the benefit of the neighbourhood
3. That area parks celebrate the rich history of Montgomery Place
4. That a long-term plan is developed for the valuable resource of the Richard St. Barbe Baker Afforestation Area
5. That existing park space be retained for use by all neighbourhood residents

For an overview of Safety Audits conducted in all parks in Montgomery Place, see **Section 8 Neighbourhood Safety**.

## Park Space in Montgomery Place

There are four dedicated parks in Montgomery Place – Gougeon Park, Lt. Col. Drayton Walker Park, Lt. Gen. G.G. Simonds Park and Montgomery Park. Montgomery Park was created in the original subdivision plan of Montgomery Place, while the other three parks were created when future subdivisions were added over the years.

Below is a summary of Montgomery Place neighbourhood parks, including information about their size, location, amenities and passive and active recreation uses.

As the neighbourhood was originally surveyed with large lots, residents often used their yards for passive and recreational uses and park space was calculated for the original form of the neighbourhood. As the large acre lots were subdivided, the need for park and open space increased.

It can be extremely difficult to create additional park space in an established, primarily residential neighbourhood like Montgomery Place. The LAP Committee has identified a number of vacant, city-owned sites they would like to see remain as open space, however these sites also have potential for development opportunities.

It is important that the administration and community work together to: protect recreation spaces that are not formal parks, look for unique solutions to provide additional park space and investigate ways to improve the existing park resources so they can be used to their fullest.

#### Celebrating Neighbourhood History in Montgomery Place Parks

Montgomery Place has a strong tie to its history and specifically Canada's military history. Remembrance Day ceremonies are held in Montgomery Park and in the northwest corner of the park is the National Historic Site Memorial Plaque, Memorial Cairn and Veteran Monument. The LAP Committee noted that visitors often bring their own seating when this area of the park is used for such events. The community suggested adding rows of permanent seating and investigating other possible improvements that could enhance the public realm. Enhancements would benefit all users and could further honour the history of the neighbourhood and its veterans.

**RECOMMENDATION 2.1 – IMPROVEMENTS AND SEATING IN MONTGOMERY PARK:** *That the Parks Division consider improvements to Montgomery Park including permanent seating or a cement pad to allow for seating and other design elements in the northwest corner of Montgomery Park. This would involve working with the Montgomery Place Community Association and Neighbourhood Planning to identify historical design elements that could be included in the area.*

As a salute to the community's strong military connection, the idea of adding some form of poppy imagery to the neighbourhood parks has been discussed. Although adding actual poppy gardens was not feasible, the idea of raised flower beds, a mural or art installation has been raised. In order to ensure the image of the poppy is integrated in a way that is respectful to the neighbourhood and can be properly maintained, consultation between the Montgomery Place Community and the City of Saskatoon will be necessary.

**RECOMMENDATION 2.2 – INTEGRATE THE IMAGE OF THE POPPY INTO MONTGOMERY PARK:** *That the Parks Division and the Neighbourhood Planning Section work with the Montgomery Place community and Community Association to find ways to include the poppy image through art or design elements in Montgomery Park.*

The City of Saskatoon is working on a formal process to apply for small rinks for younger children, often called “tot rinks,” in public parks across the city. The community has expressed a strong desire to keep the “tot rink” in its current location, or as close as possible to its current location. If the City of Saskatoon requires this “tot rink” to be formalized under a new policy it should be noted that the community prefers to maintain its current location.

#### Care and Maintenance of Neighbourhood Parks

Montgomery Place is a clean and well cared for neighbourhood. Residents take pride in their properties and their parks, but there may be ways to assist residents in keeping them this way. The City and Community will remain committed to looking at ways to improve the maintenance of the parks. The idea of adding bottle baskets to hold recyclable materials to the neighbourhood parks was discussed as a way to keep the community green and clean.

**RECOMMENDATION 2.3 – BOTTLE BASKETS IN AREA PARKS:** *That the Neighbourhood Planning Section investigate with the Parks Division whether it is feasible to add bottle baskets to garbage cans in Montgomery Place parks.*

#### Neighbourhood Entrance Signs

An additional neighbourhood entrance sign at 11<sup>th</sup> Street and Dundonald would remind people that they are entering a residential area and help to create a sense of arrival into the neighbourhood. Possible new signage should include text celebrating the neighbourhood’s designation as a National Historic Site. The feasibility of a new neighbourhood entrance sign, including specific details regarding the location, materials, design and timeline for installation require additional investigation.

**RECOMMENDATION 2.4 – ADDITIONAL NEIGHBOURHOOD ENTRANCE SIGN:** *That the Recreation & Community Development Division and the Neighbourhood Planning Section investigate whether a new neighbourhood entrance sign celebrating the Montgomery Place neighbourhood’s designation as a National Historic Site could be installed near the intersection of 11<sup>th</sup> Street and Dundonald Avenue.*

### Additional Recreational Needs

Currently some of the undeveloped land around Montgomery Place is being used as informal recreation areas for people to walk, cycle, take their pets and enjoy nature. The Richard St. Barbe Baker Afforestation Area, Chappell Marsh and the undeveloped parcels in the area will need to be addressed to ensure they can still be used by the community. The City of Saskatoon is developing a plan for the Richard St. Barbe Baker Afforestation Area that will include input from the Montgomery Place community. The biggest concerns outlined were the need for outdoor recreation space, space for a dog park and the protection of the area's natural resources.

### Montgomery Park

Montgomery Park was created as a public reserve by an agreement (CoS Archives 1088-0602) between the City of Saskatoon and the Province of Saskatchewan on July 5, 1956.

Montgomery Park is west of the Montgomery School, north of Ortona Avenue, east of Rockingham Avenue and south of Caen Street. It is classified as a neighbourhood park and is 3.4 acres in size with an additional 1.4 acres of school site. The north side of the park contains a paddling pool, multi-purpose building and basketball courts. The park also has a toboggan hill, a softball diamond and walking paths throughout.

For information on the history of Field Marshal Bernard Law Montgomery please see the **History Section**.



## Gougeon Park

Gougeon Park is between Mountbatten Street and Dieppe Street in the southern part of the neighbourhood, directly south of Montgomery Park. The park space is 0.9 acres, not including any of the school grounds (which total 1.25 acres) containing the baseball diamond. St. Dominic School is next to the park on Crerar Drive and Dieppe Street at 3301 Dieppe St. The park contains a small rink, playground equipment and a ball diamond on the portion that is technically part of the school grounds. The park and school grounds form one open area for public use.

For information on the history of Xavier “Louis” Gougeon please see the **History Section**.



## Lt. Col. Drayton Walker Park

On Oct. 15, 1974 the park was leased as a public reserve (R3, Plan 69-S-00452) by agreement between the city and the province (CoS Archives 2018-1482). However, it was not developed until after 1981.

Lt. Col. D. Walker Park is on Cassino Avenue south of Gougeon Park. It contains a small sports field and some playground equipment. It has a total area of 0.8 acres and does not contain a school, recreation unit or other buildings.



For information on the history of Lt. Col. Drayton Walker please see the **History Section**.

### Lt. Gen. G.G. Simonds Park

Simonds Park was created by a lease agreement between the City and the province (CoS Archives 1088-1041) for Public Reserve R2 Plan 66-S-17888).

Lt. Gen. G.G. Simonds Park is in the southeast corner of Montgomery Place on Simonds Avenue. The park is surrounded by private residences many of which have windows, doors and gates that look out onto the park area. The park is 1.1 acres in area and has a small sandbox with some playground equipment.

For information on the history of Lt. Gen G.G. Simonds please see the **History Section**.



## Informal Park Areas and Open Spaces around Montgomery Place

### The Richard St. Barbe Baker Afforestation Area



The Richard St. Barbe Baker Afforestation Area is not a formal park. The area is undesignated land next to Chappell Marsh and the Chappell Marsh Conservation Area developed as an afforestation area. This area is well loved by the Montgomery Place community as it provides additional open space and access to nature. It is important to protect this area as residents use it for a variety of outdoor uses and it functions as a different kind of green space despite not being formal city park.

This area is north of Cedar Villa Road, west of the Civic Operations Centre (bus barns) and north of the Chappell Marsh Conservation Area land area, east of the Saskatoon Italian Centre and north of Cedar Villa Estates.

The Afforestation Area has trees, open areas, and wetlands including a mix of both planted and naturally-established trees, grasses, and shrubs. Though City-owned, the Afforestation Area is not included in the City's park inventory and, as such, no funding is available to support maintenance services. The exception is the Southwest Off-Leash Recreation Area. The City is working to determine the best method of managing and protecting this and other similar resources through the Green Infrastructure Strategy. This is expected to include a new classification for the conservation of natural open space or the creation of nature parks.

The area is significant for a number of reasons:

- The area is an important animal habitat with noted sightings of deer, squirrels, hawks, and owls
- This is a unique forest environment within the city, specifically with the regrowth of tree species
- Opportunities exist for education that provides ecological literacy for all ages
- There is heritage value to the area as it links to the vision of Richard St. Barbe Baker
- The area is popular for walking, with the tree cover providing natural wind and sun breaks
- A formalized winter bike trail network has been established.
- This area is part of Meewasin's Valley-wide Resource Management Area.

For information on the history of Richard St. Barbe Baker please see the **History Section**.

In addition to the City's work to determine new methods of managing and protecting the Richard St. Barbe Baker Afforestation Area, there is also an interest in looking for short-term action to provide more immediate protection.

**RECOMMENDATION 2.5 – DEVELOPING A LONG TERM CLASSIFICATION FOR THE RICHARD ST. BARBE BAKER AFFORESTATION AREA:** *That the City of Saskatoon Planning & Development Division develop a new classification to conserve the Richard St. Barbe Baker Afforestation Area and the natural resources within it through the City of Saskatoon's Green Infrastructure Strategy.*

**RECOMMENDATION 2.6 – TAKE SHORT TERM STEPS TO PROTECT THE RICHARD ST. BARBE BAKER AFFORESTATION AREA:** *That the Planning & Development Division investigate a short-term measure to add a holding designation or public reserve designation to part or all of the Richard St. Barbe Baker Afforestation Area, to ensure that development cannot be pursued until the Green Infrastructure Strategy determines the future classification of the area.*

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### 3. Heritage & Culture

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Heritage and culture define our past, present and future. Preserving and commemorating local history and culture helps a community appreciate the contributions of past citizens and important buildings, spaces and events.

Montgomery Place has a unique history, heritage and culture that the LAP Committee wants to promote and share with the community and the rest of Saskatoon.

In 2016, the Montgomery Place neighbourhood proudly received designation as a National Historic Site.

Members of the community have already compiled impressive documentation of the neighbourhood's history, so the LAP aims to simply build on those records. Preserving the legacy of the neighbourhood and its original families is extremely important to residents of Montgomery Place.

## Heritage & Culture Goals

The Montgomery Place LAP Committee identified a number of goals intended to guide the preservation of history, heritage and culture in Montgomery Place. They are as follows:

1. Celebrate the unique history and heritage of Montgomery Place
2. Identify opportunities to promote Montgomery Place's designation as a National Historic Site
3. Showcase the neighbourhood's heritage and culture through plaques, banners, educational elements and events
4. Preserve the legacy of the neighbourhood and its original families for future generations of Montgomery Place residents

## Preserving Heritage

### What is heritage?

Heritage is anything that is considered to be of value in a community. Heritage is the resources that has helped shape our community and tell the story of Saskatoon.

- Built Heritage
  - Buildings, landscapes, streetscapes, structures and monuments
- Natural Heritage
  - Natural areas and paleontological sites
- Cultural Heritage
  - Practices, representations, knowledge, skills, objects, artifacts and cultural spaces.

### How do we protect heritage?

Heritage Resources are legally protected in Saskatchewan through The Heritage Property Act as Municipal or Provincial Heritage Properties. Resources can be designated by the Province as a Provincial Heritage Property or by the Municipality as a Municipal Heritage Property or as a Municipal Heritage District (which is a cluster of properties).

At the Federal level, properties can be commemorated as National Historic Sites. Montgomery Place was made a National Historic Site in June 2016. Recognition at this level is commemorative only, as legal protection only occurs at the municipal or provincial level. However, recognition as a National Historic Site does provide considerable elevation in terms of the visibility and importance of a historic place.



## National Historic Site

Montgomery Place was designated as a National Historic Site because it is an excellent and intact illustration of a *Veterans' Land Act* community established after World War II, as it retains many key elements of design including the distinctive large lot frontage. This is a part of Canada's history and an important recognition for the community, the city, and the province.

It is a strong, vibrant, and tightly-knit community where every effort is made to preserve and celebrate their community history.

### Municipal Heritage Properties

Municipal Heritage Properties are designated through individual Heritage Designation Bylaws, and the designation is registered on the title of the property which continues to remain in place with changes in ownership. These properties cannot be demolished or altered without approval by the Municipal Heritage Advisory Committee and City Council. The Designation Bylaw specifies what elements need to be retained in order for the heritage property to retain its heritage value.

A heritage property may become designated for a variety of reasons. It may represent a unique architectural style; it may be associated with a significant person or a particular historic event or theme. The decision to designate a heritage property is largely up to the property owner. While the City will encourage owners to designate, typically, the City will not designate a property without the consent of the property owner. This is a practice that is followed by most Canadian cities, with the reasoning that heritage properties require special care and maintenance, and without the property owner being willing to conserve the property there is a risk of a property falling into neglect. To assist property owners with the costs associated with maintenance and care of their heritage resource, the City offers tax abatements and grants through the Heritage Program.

It is important to note that designating a property does not mean it will be ‘frozen in time.’ The intent of designation is to manage change and ensure that key elements are retained as a historic place continues to evolve. The City of Saskatoon currently has 39 properties designated.

#### Heritage Plan and Heritage Register

In an effort to increase the number of designated heritage properties, improve conservation of Saskatoon’s heritage resources and foster public education, the City created a Heritage Plan in 2014. The Plan outlines more than 40 recommendations including using an expanded definition of heritage to include buildings, monuments, streetscapes, parks and trees. The Heritage Plan also recommends supporting education and awareness initiatives through community partnerships, including community associations.

The creation of a Heritage Register is one of the most important recommendations coming out of the Heritage Plan. The Saskatoon Register of Historic Places is an official public listing of heritage resources that have significant heritage value in Saskatoon. It includes nearly 200 historic resources, some of which have received designation as a municipal or provincial heritage property. However, the majority of resources listed on the register are not formally recognized or protected under any legislation. The Register will evolve as additional resources are added. Identifying heritage resources is an important step in educating and preserving our heritage resources, celebrating their stories and conserving heritage elements.

The Register is to be reflective of the community. It is based on what the community collectively agrees is worth saving or designating, and so input is welcomed from the community. An online interactive map feature allows users to identify where resources listed on the register are located in Saskatoon. The Memorial Cairn in Montgomery Park is already included on the Register.

#### Municipal Heritage Awards Program

Municipal Heritage Awards are presented by the City of Saskatoon to acknowledge preservation efforts and the personal energy, time and commitment dedicated to Saskatoon's cultural welfare. The Municipal Heritage Awards Program occurs every two years allowing people to nominate someone they know who have made a difference in the preservation and conservation of the City's heritage.

**RECOMMENDATION 3.1 – ADD VETERANS' MONUMENT TO SASKATOON REGISTER OF HISTORIC PLACES:** *That the Planning & Development Division consider adding the Veterans' Monument to the Saskatoon Register of Historic Places.*

**RECOMMENDATION 3.2 – NOMINATION FOR MUNICIPAL HERITAGE AWARD:** *That the Montgomery Place Community Association submit a nomination to the Municipal Heritage Advisory Committee for a Municipal Heritage Award for their commitment to preserving and celebrating the neighbourhood's heritage and culture.*



## Promoting Culture

### Saskatoon Culture Plan

Saskatoon's Culture Plan was approved by City Council in September 2011, and an update to the Plan was being pursued beginning in 2017 to ensure relevant priorities have been identified. The Culture Plan is a strategic document that will guide the City's policy and decision making as it identifies priorities to harmonize cultural endeavors, strengthen cultural development, and support the arts. The plan has six key directions:

1. Arts – Build capacity within the cultural sector
2. Heritage – Ensure cultural heritage is conserved and valued
3. Diversity – Value and celebrate diversity and strengthen opportunities for cultural interaction
4. Youth - Cultivate conditions for youth and young professionals to thrive
5. City Centre – Develop the city centre as a cultural district
6. Neighbourhoods – Support and enable cultural development at the neighbourhood level.

### Neighbourhood Projects

There are many different cultural activities that can take place at the neighbourhood level. These may include researching stories and history of the neighbourhood; creating a walking history tour; holding music, theatre, or other arts events in a park; or joining forces with a local school to create an art project such as a mural. In 2006, when Saskatoon was named a Cultural Capital of Canada, Montgomery Place was part of an Artist in Residence program which resulted in a theatre artist working with community members, schools, and Trinity United Church for a community performance called "Sentimental Journey" and the production of a DVD.

**RECOMMENDATION 3.3 – HERITAGE COMMEMORATION EVENING:** *That the Montgomery Place Community Association in partnership with the Planning & Development Division, Heritage & Design Coordinator plan an event for current and past residents to share memories of the neighbourhood and document tangible and intangible cultural*

*resources, as part of an effort to preserve the legacy of the neighbourhood and its families for future generations of residents.*

**RECOMMENDATION 3.4 – SELF-GUIDED HISTORICAL WALKING TOUR:** *That the Montgomery Place Community Association, with mapping assistance provided by the Planning & Development Division, develop a self-guided historical walking tour of the neighbourhood that could be posted on their website.*

## Cultural Resource Mapping and Placemaking

Cultural resource mapping is the process of collecting, recording, analyzing, and synthesizing information to describe the cultural resources, networks, links and patterns of usage of a given community. It includes both tangible and intangible resources and results in increased knowledge of an area. This cultural inventory is a database of information about cultural resources and assets. A culture map can be used to report on the findings of a cultural mapping process, and can take many forms.

The Montgomery Place LAP Committee worked to catalogue the cultural inventory that defines the neighbourhood's heritage and culture. The LAP Committee mapped both tangible and intangible resources to record community-based knowledge about buildings and locations with significance, as well as stories and traditions that express the community's identity.

One of the ways that cultural resources can be promoted is through placemaking, to try to strengthen the relationship between people and place. Greg Woolner, placemaking advocate, has described placemaking as a "*Community working together to make (a) place special. They make it a place where people want to go to, where they feel safe and welcome. They make it beautiful and interesting. They make it meaningful, an expression of their own local culture.*"

Montgomery Place has already undertaken some unique placemaking projects, such as the creation of the historical street signs to explain the story behind the street names in the neighbourhood. The LAP Committee has indicated they

would like to undertake additional projects to further create a sense of place and enhance the neighbourhood. The Neighbourhood Planning Section will assist the Montgomery Place Community Association and Montgomery School with costs associated with creating and installing banners for light poles surrounding Montgomery Park.

The Community Association notes that the intangible resources of the Montgomery Place neighbourhood are both people and place... a magical mix.

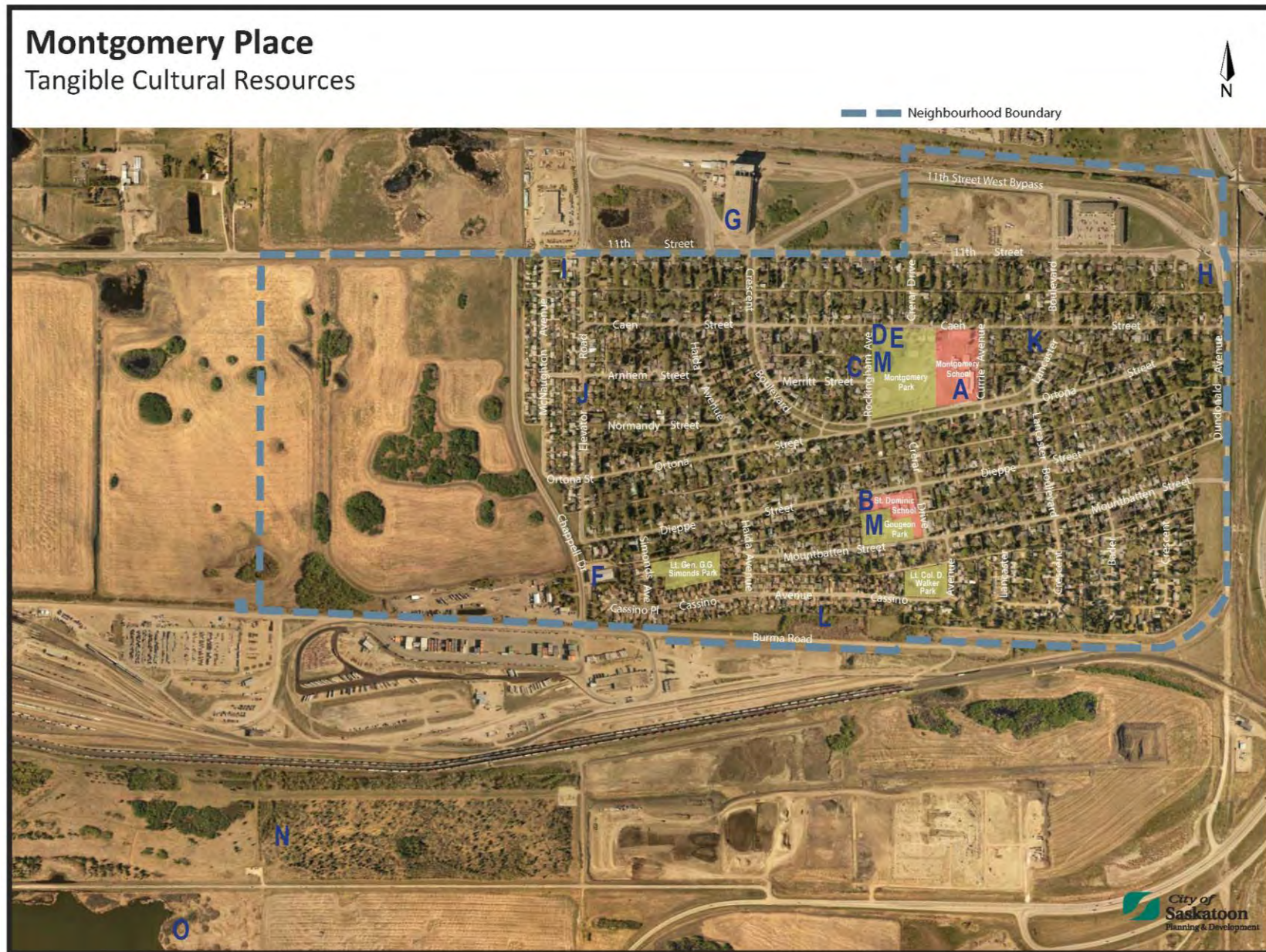
**RECOMMENDATION 3.5 – BANNERS ON LIGHT POLES:** *That the Neighbourhood Planning Section work with the Montgomery Place Community Association and Montgomery School to create and install banners for the light poles surrounding Montgomery Park.*

The following collection of tangible and intangible cultural resources represent a sampling of notable local memories and stories shared by the community at an LAP meeting held on February 10, 2016. It is by no means a complete list. The Montgomery Place neighbourhood has enough stories and historical assets to fill many more pages, but it was important to preserve what was heard while meeting with the community. If residents have more stories and historical resources they want to discuss, the Heritage Commemoration Evening proposed in **Recommendation 3.3** would be an opportunity to capture and preserve them, so that the community can continue to build on the historical records of the neighbourhood.



# Montgomery Place

## Tangible Cultural Resources



**A. 3220 Ortona Street**

Montgomery School – opened in 1956. The first school in the community and current home of Science Trek programming.

**B. 3301 Dieppe Street**

St. Dominic School – opened in 1964. The second school in the community; it was unusual for a neighbourhood with a small population to have two schools.

**C. 3318 Merritt Street**

St. David's Trinity United Church – Young veterans and their families sought a place to worship in their community. In 1963, this church was built with the assistance from many community volunteers. It was named by veteran Joe Kiss, and is a community centre, particularly following Remembrance Day services.

**D. Memorial Cairn**

This monument was built in 1989 in Montgomery Park to recognize the unique community and to honour the contributions of residents to the war. Veterans Bernie Newman and Lew Winger organized the construction of the Cairn.

**E. Veteran's Monument**

Near the Cairn in Montgomery Park, this monument was built in 2013 to commemorate the Canadian Forces Veterans who built their homes in the neighbourhood during the years 1946-1977.

**F. 1602 Chappell Drive**

CN Curling Club – Gathering place for social activity and physical activity. Moved from Avenue A when the rail station moved. There was an active neighbourhood league every Sunday, and the schools still visit the club.

**G. 3404 11th Street West**

Formerly the Canadian Government Elevator built in 1913-14, opened in 1914 and was the site of the Night Watchman's House (Mr. Curry) which sat at the entrance to the property. It is now the Viterra Grain Elevator.

**H. Southwest corner of 11th Street West/Dundonald Street**

White Rose service station formerly located at this site. Today the Montgomery Place sign is here in a community planting of trees and shrubs.

Grocery store built in the 1950s and barber formerly located next to the service station. This location was one of only two grocery stores serving the Montgomery Place neighbourhood.

**I. 3501 11th Street West**

Current convenience store. Built in the 1960s, they used to sell ice cream out of the side window for people travelling to Pike Lake, and a whole tank of gas only cost \$4. Formerly known as Elevator Services, now Greg's Grocery Plus.

Also the location of the mobile home park.

**J. Elevator Road**

This road used to be the Pike Lake highway called Low Road. Before the railyards moved from downtown, Low Road ran straight south to what today is known as Valley Road.

**K. 1203 Lancaster Boulevard**

Original wartime house without any alteration – small house, large lot.

**L. North of Burma Road, South of Cassino Avenue**

This greenspace north of Burma Road is used as an informal park.

**M. Parkland Spaces**

The natural bluff of trees in Montgomery Park; the natural bluff in Gougeon Park and the bluff on Cassino Avenue are remnants of authentic parkland.

**N. Richard St. Barbe Baker Afforestation Area**

An urban forest planted in 1972 south of the CN yards, this greenspace has grown into a wildlife habitat that is important to be preserved.

**O. Chappell Marsh**

A 148 acre conservation area south of Montgomery Place that contributes a wildlife and bird habitat. This area is managed by Ducks Unlimited Canada.

The first homes were built in 1946 on 11<sup>th</sup> Street West, Caen Street, Lancaster Boulevard, Ortona Street, and Currie Avenue

Harry Bailey, the celebrated swimmer, lived in 3200 block of 11<sup>th</sup> Street West

There are deer and moose that eat the grain from the elevator, and will come into the neighbourhood to eat fruit and cedar

There was a gas station and grocery on the corner of 11<sup>th</sup> Street and Dundonald. Howard Riddell, son of the store owner, would deliver groceries on his bike. The store was popular at Halloween, as they handed out full-size chocolate bars. The grocery store had a suite on top and a hair salon in the back

A famous architect lived in the 1200 block of Lancaster Boulevard

A house in the 3400 block of Caen Street is still home to the Schmidt's, a veteran family

The alley behind the 3100 and 3200 blocks of 11<sup>th</sup> Street and Caen Street had homes with backyard pens of chickens, ducks, geese, and rabbits for farm operations along the alley

Doris Thompson delivered the mail to the neighbourhood, as she was under contract with Canada Post – one of the first women with this job. Although there were two other residents who did this job short term, she delivered the mail from 1957-1975 when regular postal workers took over

Resident Devon McCullough was part of Team Canada for international softball competitions

Resident Margaret Tosh was a former Olympian in throwing events. She can still be seen in the park, throwing a shot put

Montgomery Place created a parade float in Saskatoon's Parade depicting the heritage of the community with veterans on the float

## Intangible Cultural Resources in Montgomery Place

Across from the CN Curling Club, Miss Dorothy Smith boarded her horses. Miss Smith was known for her red convertible which she drove to teach music lessons to many Montgomery Place piano students

The rink was built in Montgomery Park after community members pooled their money to build and maintain it. There were community hockey leagues, and parents would take turns at the skating shack, keeping it warm and helping to put on skates. The park is also home to community picnics, and is the location of the time capsule

There are extra-large horseradish plants and fiddlehead ferns all over the neighbourhood

Gougeon Park contains a bluff of trees that was once on the horseback riding route of Claypool's Stables located east of Montgomery Place

Lt. Col. D. Walker Park is named after Drayton Walker, the first principal of Mount Royal Collegiate, the high school that Montgomery Place's first public school students attended

The church was named by veteran Joe Kiss. It is a community centre, particularly following Remembrance Day services

Veterans Bernie Newman and Lew Winger organised the construction of the cairn; Don Leier started Remembrance Day services; Barb Biddle, daughter of veterans George and Doris Thomson, spearheaded the monument of veteran names

The mature tree canopy is a result of the trees planted by the first residents. When they first acquired their homes, it was all prairie

For one day each year, bus service in Montgomery is cancelled due to the neighbourhood-wide garage sale, where the Scouts sell burgers and the church holds a pancake breakfast

The Community Association newsletter is mailed out 11 times a year, and includes stories about people who live in the neighbourhood

*Compiled through notable local memories shared by neighbourhood residents at an LAP meeting held February 10, 2016.*

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## 4. Drainage

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Montgomery Place is a unique neighbourhood with features that can be both assets and challenges for residents. While the small town feel with its lack of curbs and sidewalks add to the character of the area, the surface and culvert drainage system also leads to complications. The drainage occurs through ditches on City of Saskatoon property that are maintained by adjacent property owners. Drainage on one site can affect many properties, both upstream and downstream. Flooding may be caused by any number of factors that affect the entire drainage system.

The culverts in the neighbourhood are not consistent. Many are smaller than what is required for proper drainage and some have been compromised by development of driveways and landscaping features. Moving towards a consistent, functioning, and easily understandable drainage system is the goal of both the community of Montgomery Place and the Administration.

## Drainage Goals

The Montgomery Place LAP Committee identified a number of goals intended to guide the addressing of drainage issues in and around the neighbourhood. They are as follows:

1. Improve residents' understanding of the drainage system
2. Improve the City Administration's understanding of the community's drainage system
3. Improve City of Saskatoon processes to better manage drainage in Montgomery Place
4. Help residents and property owners take steps to improve drainage infrastructure
5. Improve monitoring and enforcement of standards for drainage in Montgomery Place
6. Provide clarity on the public and private roles in maintaining the drainage system

## Roles and Responsibilities of different groups involved with drainage

The City of Saskatoon administers the Private Crossing Bylaw which encompasses boulevard alterations that may impact drainage. Drainage in Montgomery Place is affected by different private developments on what is often mistaken as private property, but is actually City-owned land.

Property owners, the City and private home builders all have the responsibility to maintain, monitor and improve the drainage system in their own way.



Below are examples of the drainage system in the majority of Saskatoon and Montgomery Place:



**Curb & Gutter (Majority of Saskatoon)**



**Ditch & Culvert (Majority of Montgomery Place)**

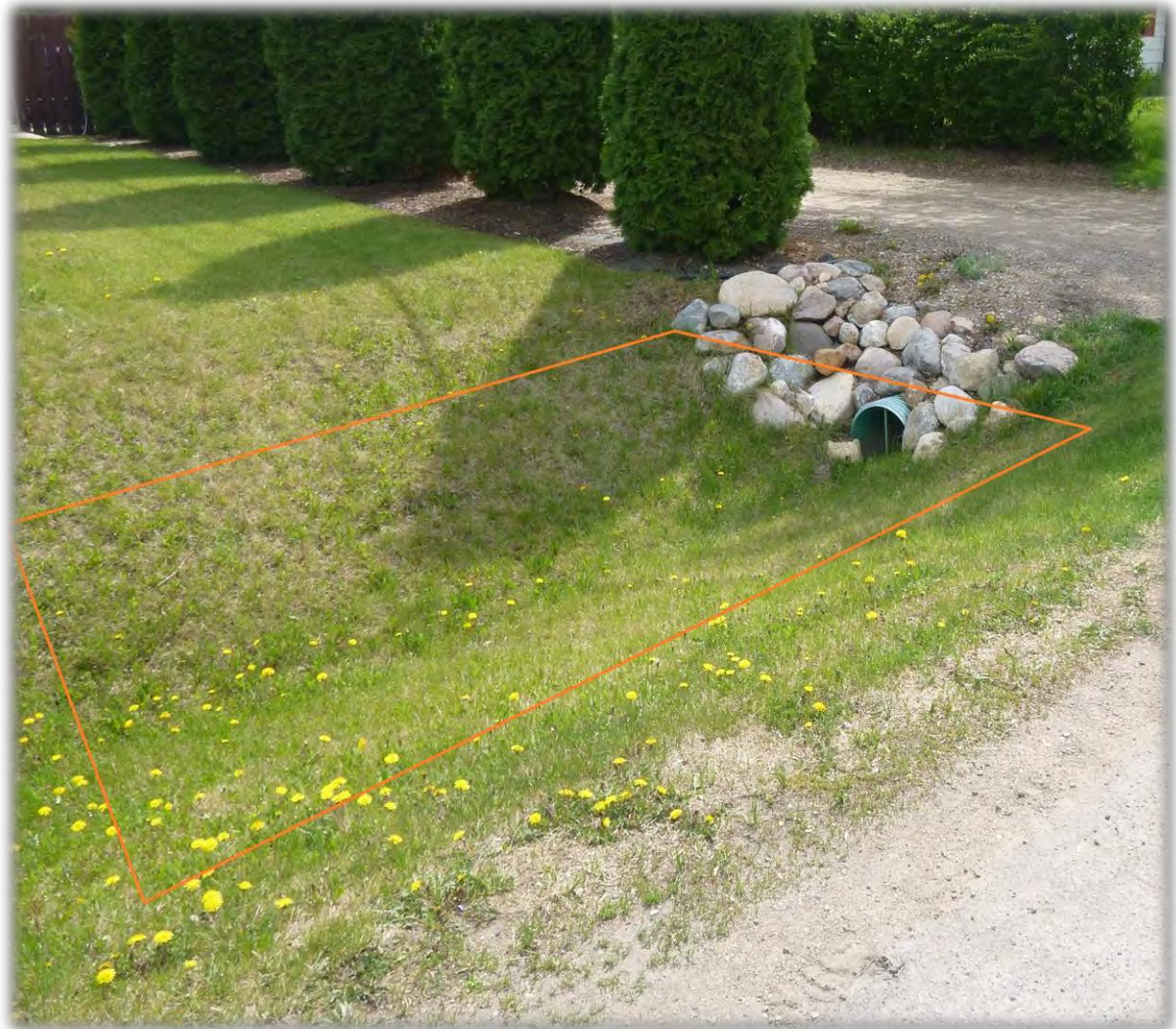
## Ditches in Montgomery Place

### **Citizens' Responsibilities for Ditches in the Neighbourhood**

- Keep ditch grading intact
- Shovel snow from driveways onto lawns - not into ditches
- Don't obstruct ditches
- Work with neighbours to ensure ditches are properly cared for and maintained, especially before the spring melt.

### **City of Saskatoon Responsibilities**

- Ensure ditches are properly designed and functioning



## Culverts in Montgomery Place

### **Citizens' Responsibilities for Culverts**

- Ensure culverts are kept clean and clear so water can flow through them
- Install culverts that meet City requirements
- Keep culvert ends clear of snow and debris before spring melt
- Apply for a Private Driveway Crossing Permit for new driveways and changes to existing driveways; follow permit specifications
- Work to resolve issues by educating neighbours on requirements and notifying the City when drainage issues arise

### **City of Saskatoon Responsibilities**

- Ensure City of Saskatoon Culvert and Driveway Standards are appropriate and enforced.



## Citizens' Role in Drainage

- Keep ditch grading intact
- Keep culverts clear, remove debris from ends of culverts, contact the City through Service Saskatoon when culverts are blocked by ice and causing flooding
- Shovel snow from driveways onto lawns - Do not shovel snow into ditches
- Apply for a Private Driveway Crossing Permit for new driveways and changes to existing driveways; follow permit specifications
- Work to resolve issues by educating neighbours on requirements and notifying the City when issues with drainage arise.

Residents of Montgomery Place are responsible for maintaining the drainage infrastructure in front of their homes in a way that is unique. The storm sewer systems that exist under the sidewalks in most residential areas of the City of Saskatoon do not require the residents to care for them in the same way as the drainage system that exists in Montgomery Place. Residents have different responsibilities in Montgomery Place and these responsibilities need to be clearly understood and communicated to the neighbourhood. Several neighbourhood residents communicated that they believed the City of Saskatoon should be responsible for the maintenance of the drainage ditches and culverts in Montgomery Place; City of Saskatoon involvement however would involve significant resources and legal complications as ditches and culverts affect private property including driveways and landscaping features.

In order to meet the goals of this plan, the City of Saskatoon intends to work with the community and assist residents in multiple ways. Residents can let others know Private Driveway Crossing Permits are required when working around drainage ditches and culverts, if they understand when permits are required. Residents can let the City of Saskatoon know about projects that may be affecting drainage if they don't feel comfortable approaching their neighbours. Residents and the Community Association can explain how to handle snow clearance near ditches and frozen or clogged culverts if they are given tools to do so.

Dealing with drainage ditches and culverts is different than dealing with a boulevard in a typical neighbourhood. Residents often do not have the equipment, experience or knowledge to maintain drainage nor do they always understand why they need to maintain culverts and ditches for drainage. Residents may not know the spring melt can be made worse when snow is shovelled from driveways and piled and packed into the drainage ditches. The City can help to assist the community by ensuring citizens have the tools and information they need to complete their responsibilities regarding drainage in the neighbourhood.

Montgomery Place residents outlined their concerns regarding flood risks in the community at the June 19th, 2018 Open House. Saskatoon Water took action to mitigate some of these concerns. Action was taken to improve fencing near one area of ponding at 11th Street West and Crescent that residents brought up as a safety concern. This is a good example of how communication from residents can assist administration in prioritizing and addressing drainage issues.

The City of Saskatoon has communicated how the drainage system in Montgomery Place works to help residents know their role in maintaining the drainage system. A flyer with information on the Montgomery Place drainage system was sent out in spring 2017 and 2018. In 2018, the Home Flood Protection Program was piloted to provide residents with free flood-risk inspections of their residential properties. In order to inform residents about the drainage system and assist the public in maintaining drainage infrastructure, the City of Saskatoon will distribute information regarding drainage.

**RECOMMENDATION 4.1 – CREATE AND DISTRIBUTE INFORMATION FOR THE PUBLIC ON DRAINAGE:** *That the Saskatoon Water Division work with the Neighbourhood Planning Section and the Montgomery Place community to provide information educating residents about what they can do to improve drainage and reduce risk of flooding that could be circulated by the Montgomery Place Community Association on an annual basis each spring. The information should include numbers to call for information and complaints and outline what services are available to assist residents in maintenance.*

**RECOMMENDATION 4.2 – CLARIFY HOW TO DEAL WITH SNOW IN DITCHES:** *That the Saskatoon Water Division will work with the Neighbourhood Planning Section and the Montgomery Place Community Association to explain to the*

*public where to store snow on low-density and multi-unit residential lots in Montgomery Place and outline the issues with packed snow in drainage ditches.*

**RECOMMENDATION 4.3 – COMMUNITY DITCH CLEAN-UP:** *That the Neighbourhood Planning Section work with the Saskatoon Water Division to investigate if a community-led program to improve maintenance of drainage infrastructure in Montgomery Place through a community culvert and ditch cleanup is possible.*

## City of Saskatoon Role in Drainage

- Provide public information on the drainage system, including permit requirements and processes
- Continue to develop standards and processes that identify problems and maintain the drainage system
- Enforce drainage standards through notices, fines and orders to remedy development completed without a permit, where appropriate. This includes development around culverts, the right-of-way or other drainage infrastructure.
- Inform the community of standards and regular maintenance requirements while working to enforce standards in the neighbourhood.
- Educate and inform home builders of requirements for developing around drainage infrastructure.

The Transportation & Utilities Department, Saskatoon Water Division undertook a drainage review of the Montgomery Place neighbourhood in 2017. It identified measures to ensure that all new culverts and driveways meet drainage standards. In 2018, a plan was put in place with the following steps:

1. Complete the inventory and assessment of culverts, ditches and driveways as part of the asset-management plan for Montgomery Place's drainage infrastructure
  - a. Identify and map the condition of culverts, ditches and driveways
  - b. Determine priorities for changes needed to maintain neighbourhood drainage
2. Update driveway crossing specifications for culverts and ditches

3. Update the “Curb and Sidewalk Crossing Information Package” to more clearly incorporate ditch crossing requirements
4. Ensure all new crossings have proper permits and meet compliance through linking building permits with information on right-of-way crossing permits
5. Implement a process for identifying non-compliance for new driveway crossings at the earliest possible stage
6. Implement a communications strategy to increase awareness of requirements, including spring flyers delivered to all residents
7. Implement a clear complaints process for non-compliant ditch crossings

Right-of-Way Crossing Permits are required for: developing new driveways, replacing existing driveways and any new development or landscaping around culverts and ditches.

Residents and home builders in Montgomery Place may not be aware of permit requirements; it is important that the City of Saskatoon and the Community work together to clarify when certain permits are required.

Many culverts may be insufficient or may have been compromised from previous development. In 2018, the City of Saskatoon will be completing a Culvert Assessment and Drainage Study with assistance from funding from the Federation of Canadian Municipalities Municipal Asset Management Program.

**RECOMMENDATION 4.4 – INVENTORY OF DRAINAGE SYSTEM IN MONTGOMERY PLACE:** *That the Saskatoon Water Division complete the inventory and condition assessment of the drainage system and culverts in Montgomery Place and coordinate with the Neighbourhood Planning Section to share the results with the neighbourhood.*

Saskatoon Water has led an administrative review of the City of Saskatoon’s approach to drainage in Montgomery Place. Multiple City of Saskatoon departments were involved in clarifying who was responsible for what roles in the process, improving communication between departments and clarifying possible improvements. The review process included

Saskatoon Water, Building Standards, Construction and Design, Community Standards, the City Solicitor's Office, Transportation, and Planning and Development.

To improve drainage, multiple City Departments will make improvements to how the Right-of-Ways and Culverts are monitored and handled during the building permit process. In 2018, the City of Saskatoon also reviewed its processes and began implementing a plan to ensure all changes to the Right-of-Way have a permit and that any changes made meet City of Saskatoon standards.

Building permits for Montgomery Place will be flagged to ensure that required crossing permits are obtained. The Private Driveway Crossing Guidelines will outline requirements for protecting drainage infrastructure and permit requirements for Montgomery Place. These guidelines will be included with building permit approval letters. Options will be investigated for how and when to best relay this information to developers.

Plan approval letters will clearly state requirements for driveway crossing permits, so developers will have received legal notice of their requirements and responsibilities with their permit for Montgomery Place. Information packages and communication pieces about requirements for developing in Montgomery Place were sent to the Saskatoon and Region Homebuilders Association and Saskatoon Construction Association to clearly outline the development community's responsibilities. The combination of these approaches will allow for clear enforcement as the requirements will have been communicated multiple times to the development community.



The Curb and Sidewalk Crossing Information Package indicates that the package has been prepared as a “guide for construction of sidewalk and curb crossings.” The maintenance and design of drainage infrastructure at driveway crossings in Montgomery Place will be a key issue that needs to evolve in order to improve drainage in the area.

The combination of these approaches will be analyzed after the 2018 construction season to determine if they are effective and if more action is needed. The number of building permits and crossing permits will be analyzed along with enforcement numbers to determine if changes are actually happening and the ratio of crossing permits to building permits increases. Additional data will be reviewed in future years if necessary and a recommendation will be kept open by neighbourhood planning until a significant change is observed.

**RECOMMENDATION 4.5 – IMPLEMENT NEW PROCESS FOR RIGHT OF WAY COMPLAINTS:** *That the Saskatoon Water Division collaborate with the Transportation Division, Community Standards Division and the City Solicitor’s Office to document and implement a new process for right-of-way compliance complaints.*

**RECOMMENDATION 4.6 – DISTRIBUTE THE CURB AND SIDEWALK CROSSING INFORMATION PACKAGE:** *That the Construction & Design Division update City publications including: “The Curb and Sidewalk Crossing Information Package,” and the “Private Driveway Crossing Guidelines” to include information about drainage, slope, and culvert requirements. Alternatively, that they develop and include in these publications a Montgomery Place specific guide for curb, sidewalk, and driveway crossings.*

**RECOMMENDATION 4.7 – DISTRIBUTE STANDARDS WITH BUILDING PERMITS:** *That the Building Standards Division amend their plan approval letter for new construction, additions and detached garages, and attach the “Private Driveway Crossing Guidelines” and the “Standard Ditch Crossing Culvert Requirements” to approved plans in Montgomery Place.*

**RECOMMENDATION 4.8 – NEW PROCESS FOR RIGHT-OF-WAY CROSSINGS:** *That the Saskatoon Water Division collaborate with other divisions to document and implement a new process for Montgomery Place residents who would like to install a new right-of-way driveway crossing.*

**RECOMMENDATION 4.9 – FLAGGING SITES IN MONTGOMERY PLACE TO ENSURE DEVELOPMENT IS GETTING PERMITS:** *That the Saskatoon Water Division work with the Transportation Division, Construction & Design Division and Community Standards Division to implement a proactive process to detect new driveway crossings at an early stage, to determine if new driveway construction has a Right-of-Way Crossing Permit, and the application complies with standard ditch crossing requirements. The Neighbourhood Planning Section will investigate if residents can have a role in identifying these new driveway crossings.*

**RECOMMENDATION 4.10 – REVIEWING 2018 PLANS FOR IMPROVEMENTS:** *That the Saskatoon Water Division meet with affected City divisions and the Neighbourhood Planning Section to determine if the 2018 efforts to address drainage issues in Montgomery Place have been successful or if additional measures should be considered.*

#### Culvert Standards at Driveway Crossings within the Montgomery Neighbourhood

Deficient culverts under driveway crossings within Montgomery Place are one of the major ways that the drainage system becomes blocked.

Saskatoon Water has reviewed the standards for culverts and is updating them to meet best practices. The new standards eliminate the maximum culvert length, add a minimum cover, clarify the required slope and identify acceptable culvert materials. These changes will allow for a more reasonable design for culverts when they are built under driveways built to the city standards. The maximum driveway width remains at 6.1 metres.

Shared driveways (driveways that touch on the boundary of two sites, or do not have a buffer between them) are an issue in Montgomery Place. It is important to avoid sharing driveways or not having a buffer between driveways as it leads to issues with culverts being too long and can cause blockages in the entire drainage system.

A few details have been outlined regarding this:

- There are many existing driveways that share culverts in this way
- Transportation currently requires 3 metres between driveways
- Transportation investigate and determine if the new standards should be clarified.

#### Defining the Role of Administration in Assisting in Maintenance of Drainage Infrastructure

The City of Saskatoon is responsible to prioritize, manage and maintain all City infrastructure. Private crossings are not considered City infrastructure. As there is difficulty associated with clearing and thawing culverts in spring, the City of Saskatoon, subject to available resources, will steam open private culverts but all requests will be prioritized relative to other required work and available resources.

**The City of Saskatoon staff do what they can to help with maintenance when they are able, and this may have raised expectations and led to confusion about responsibilities. A request can be made to the Customer Service Centre for the City to perform this work, however work cannot be scheduled or guaranteed and only rough timelines can be provided, as maintaining private culverts is not a funded level of service.**

If a homeowner wishes to have this work scheduled and completed, they would need to contact a private company to perform this work at their own cost as outlined in the City of Saskatoon Bylaw 4785.

Responsibilities and the current process needs to be clearly communicated to residents to minimize future confusion over the City of Saskatoon's role in assisting and maintaining drainage infrastructure.

**RECOMMENDATION 4.11 – COMMUNICATE RESPONSIBILITIES FOR MAINTAINING CULVERTS UNDER PRIVATE DRIVEWAYS TO RESIDENTS:** *That the Saskatoon Water Division work with the Roadways & Operations Division and the Neighbourhood Planning Section to communicate responsibilities and available services for residents maintaining their drainage infrastructure.*

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## 5. Property Maintenance & Nuisance Abatement

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Saskatoon's bylaws cover zoning, fire prevention, property maintenance, business licensing, sidewalk clearing, noise, drainage, parking, snow clearing, street use and a wide variety of other matters.

Citizens have an important role in bylaw enforcement. Citizens observing and reporting bylaw violations is the primary way issues are brought to the City Administration's attention. During the Local Area Planning process the Montgomery Place neighbourhood advised that property maintenance issues in their community typically relate to outdoor storage in yards and on neighbourhood streets. Some complaints were also made about home-based businesses and yards being used as storage areas. It is important to understand what constitutes a bylaw violation and how to lodge a complaint.

## Property Maintenance & Nuisance Abatement Goals

The Montgomery Place LAP Committee identified a number of goals intended to guide the future of property maintenance and nuisance abatement in and around the neighbourhood. They are as follows:

1. To reduce the number of common property maintenance and nuisance problems
2. To clarify what common problems violate bylaws so the public can notify the City of Saskatoon
3. To clarify how to report zoning or property maintenance complaints so that quick and decisive action can be taken to enforce existing bylaws

## Basic Standards for Home Based Businesses

All home-based businesses operating in Saskatoon are required to hold a Business License. The Zoning Bylaw sets out regulations for homebased businesses, which include:

### Business Activity & Storage

- All business activities must be conducted entirely indoors; outdoor storage of materials, goods or equipment is not permitted
- The business must not occupy more than 20 per cent of the gross floor area of the dwelling, including the area of the basement and any attached garage, up to a maximum of 40m<sup>2</sup>. An attached garage or accessory building may be occupied by a home-based business, provided that the total area used on the entire site does not exceed 40m<sup>2</sup>, and does not interfere with any required parking spaces
- A maximum of 2.0m<sup>3</sup> of storage is allowed within a dwelling, and a maximum of 4.0m<sup>3</sup> of storage is allowed within the garage, shed or other accessory building
- Storage of hazardous, explosive or flammable materials, either indoors or outdoors, is not permitted
- No exterior alterations can be made to the home that are not consistent with the residential character of the buildings and property.

### Business Vehicles and Signs

- No more than one business related vehicle with a gross vehicle weight of no more than 8,000kg and a total length of no more than 6.0m may be stored on or in the vicinity of the site
- Only one employee that does not reside in the home may work at the home-based business. It is a bylaw contravention for multiple employees to park their vehicles at or in the vicinity the home based business in order to meet and travel to a job site
- Signs advertising the home based business are not permitted on the property.

### Basic Standards for Storage on Residential Sites and in Residential Yards

There may be cases where a property owner or renter is causing conflicts with neighbours from their use of a property. The Property Maintenance and Nuisance Bylaw (No. 8175) includes standards which cover many of the complaints we heard from the community. A few bylaw sections relating to common concerns have been summarized below.

The Property Maintenance and Nuisance Bylaw (No. 8175) states:

- No person shall cause or permit any land or buildings to become untidy and unsightly due to graffiti or the accumulation of new or used lumber, cardboard, paper, newspapers, appliances, tires, cans, barrels, scrap metal or other waste materials or junk
- No person shall cause or permit any junked vehicle to be kept on any land owned by that person
- Any building materials, lumber, scrap metal, boxes or similar items stored in a yard shall be neatly stacked in piles and elevated off the ground so as not to constitute a nuisance or harbourage for rodents, vermin and insects. Any of these stored items shall be elevated at least 150 mm off the ground and shall be stacked at least 3 metres from the exterior walls of any building and at least 1 metre from the property line.

In the bylaw it also states that a yard shall be kept free and clean from: garbage and junk; junked vehicles and dismantled machinery; excessive growth of weeds or grass; holes and excavations that could cause an accident; an infestation of rodents, vermin or insects; dead or hazardous trees; and sharp or dangerous materials.

## How to Register a Complaint with the City

The City and residents need to work together to ensure Bylaw requirements are understood and maintained. When bylaw violations occur, residents and City Administration can work together to help address the matter with in a timely and efficient manner. If you are impacted by a bylaw violation, you should call or email the City. All complaints are investigated by a Bylaw Officer who will conduct site inspections and will take necessary action to resolve the matter if a bylaw contravention is found. Complaints received by the City are kept confidential.



Different bylaws have different enforcement measures; an overlength vehicle can be chalked and then ticketed and this should improve that situation fairly quickly. A zoning infraction can take anywhere from a week to a year (or longer) to address, as the City is required to follow a legislated process. It is important to understand that some problems are easier than others for the City Administration to address.

Complaints regarding property maintenance, including junked vehicles, unkempt yards and safety concerns should be submitted to Saskatoon Fire Department at 306-975-2578. For all other complaints or concerns, including home based businesses, parking concerns, site use or illegal suites, call 306-657-8766. There is also a form that can be completed on the City's website: <https://www.saskatoon.ca/webform/report-bylaw-infraction>

**RECOMMENDATION 5.1 – DISTRIBUTION OF BYLAW ENFORCEMENT INFORMATION:** *That the Neighbourhood Planning Section work with Saskatoon Fire and the Community Standards Division to outline useful information regarding bylaw enforcement of property maintenance and nuisance issues identified by Montgomery Place residents during the creation of the LAP that can be distributed to the neighbourhood through the Montgomery Place Community Association newsletter, such as home based business regulations and tips on identifying bylaw infractions.*

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## 6. Sound Mitigation

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One of the major concerns raised by community members is the numerous sources of sound in and around the Montgomery Place neighbourhood.

The main Canadian National (CN) railway yards flank the southern boundary of the neighbourhood, while a major grain elevator and busy truck route are on the northern boundary. Circle Drive is to the east, while the new Civic Operations Centre and snow storage site is south of the railyards.

Depending on where you are in the neighbourhood the source generating sound is different, but most residents agree there is some level of sound throughout the area. However, the science of sound is complicated and must be fully understood before considering options to eliminate it.

The City of Saskatoon is currently working with CN Rail on multiple issues that are not covered in this report.

## Sound Mitigation Goals

The Montgomery Place LAP Committee identified a number of goals intended to guide the future of Sound Mitigation in and around the neighbourhood. They are as follows:

1. To monitor the sources of sound in the neighbourhood to determine if future action will be needed
2. To take steps to mitigate the sources of disruptive noises that we can affect
3. To inform the neighbourhood, and adjacent businesses that create noise, about how sound works and how sound mitigation approaches may decrease sound

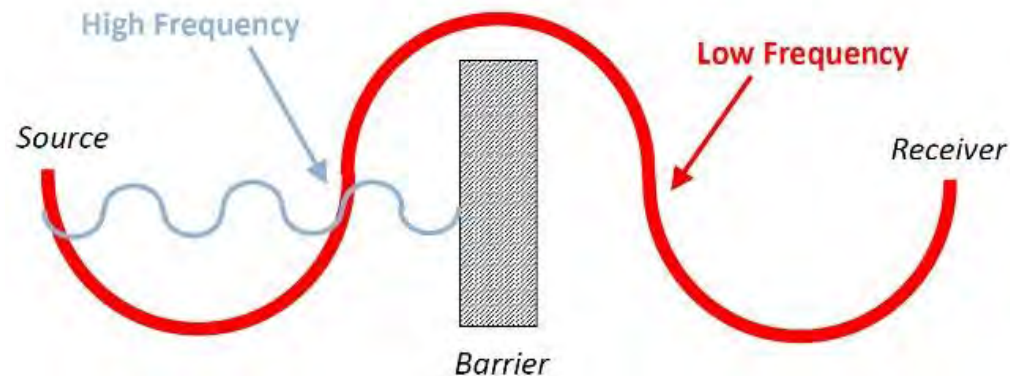
## The Science of Sound

A LAP meeting was held to discuss sound concerns and the sources of the sound in and around Montgomery Place on March 15, 2016. A sound engineer, Mr. Steven Bilawchuk of ACI Acoustical Consultants Inc., attended to help participants better understand the science of sound. Mr. Bilawchuk's presentation outlined how we interpret sound, how we measure sound and how sound is dependent on temperature and other environmental factors. The presentation examined the industrial, rail and traffic sound experienced in Montgomery Place, and discussed the challenges to sound mitigation.

Key principles of sound mitigation includes:

- Location of a sound barrier; must be close to the source or close to what you are protecting
- The taller the better for any sound barrier
- Mitigation efforts are ineffective for low frequency noise (such as locomotives)
- Topography and environmental factors like snow, wind and rain need to be considered
- Mass is the most important component in any sound barrier
- Trees provide minimal sound mitigation





### **General representation of low frequency and high frequency sound waves**

A group exercise was held at the end of the presentation. The exercise identified where the concentration of sounds are located within Montgomery Place. Participants were asked several questions including a description of the sound, the times of the day/year the sound is more prevalent and what sound mitigation ideas they may have. The results were mapped to give a comprehensive understanding of what sources affect each area of the neighbourhood. The sound sources identified included:

1. Grain Terminal
2. Trains/yards/intermodal traffic/whistle
3. Traffic on Circle Drive
4. Landfill gas recovery facility
5. Traffic on Chappell Drive
6. Traffic on the 11th Street Bypass
7. Dogs barking
8. Train traffic/CN, CP
9. Construction of the Civic Operation Centre (COC)
10. Snow dump, back up beeping, truck noises anticipated when the COC begins operations.

## Environmental Noise Study for Montgomery Place

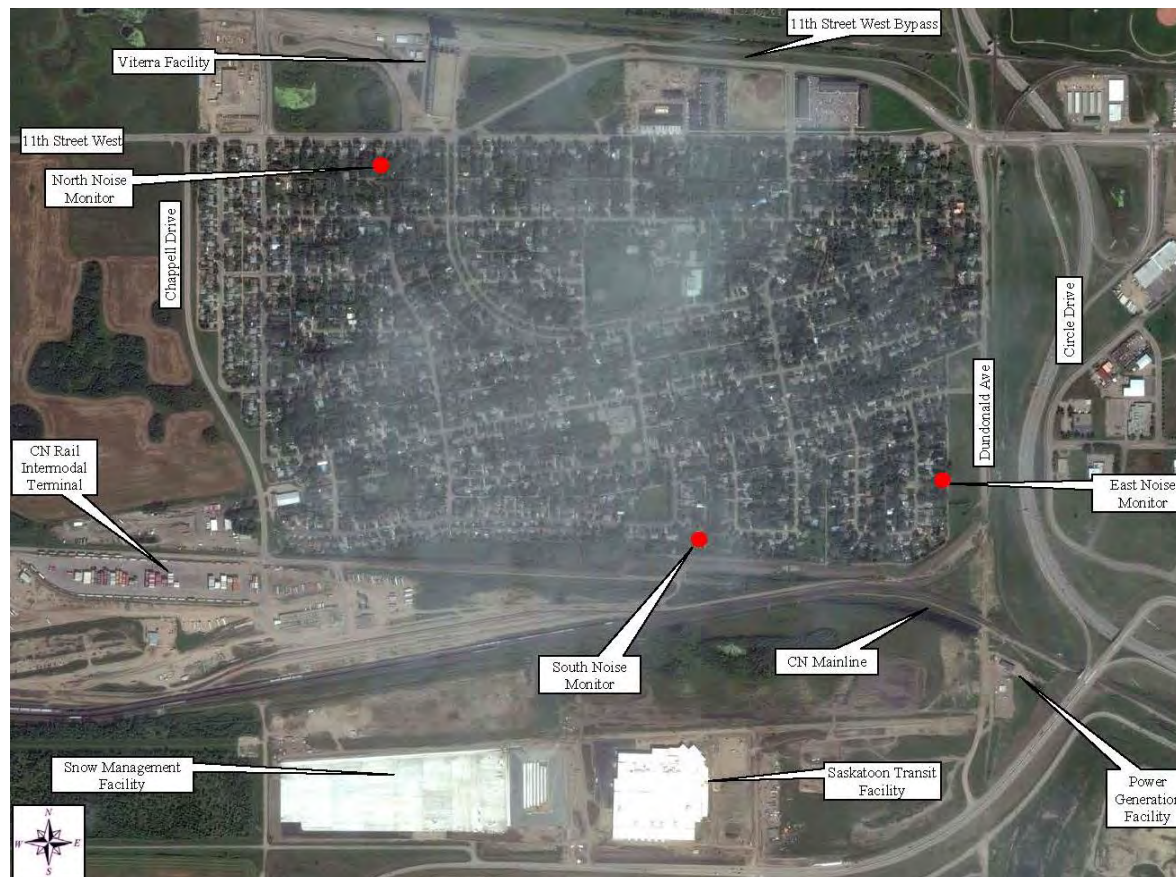


The input gathered at the meeting showed the complexity of the issue in the neighbourhood. To fully understand the severity of each source, and to begin working towards successful sound mitigation efforts, a comprehensive study by a qualified sound engineer was completed. The environmental noise study aimed to develop a noise model for the neighbourhood to determine whether noise levels experienced from surrounding land uses were in excess of City target levels, and to recommend appropriate sound mitigation options based on the findings. The firm ACI Acoustical Consultants Inc. (ACI) was selected to undertake the environmental noise study.

The study involved ACI undertaking long term sound monitoring from three locations in the neighbourhood. Three residents provided their back yards for ACI to set up sound monitoring equipment for 19 days in the fall of 2016 and for another 14 days in one yard in the spring of 2017. The equipment was located in the north, south and east areas of the neighbourhood, and was in proximity to the key sources identified by the community. The south site measured the sound volumes of the Civic Operations Centre during construction and before it was operational by Saskatoon Transit and other users. The same site was then monitored in spring 2017 after the Civic Operations

Centre was fully operational to determine whether there was an increase in sound produced by the site. The north monitoring area would measure traffic noise on 11<sup>th</sup> Street and the Viterra site. The east site would measure sound from Circle Drive and the Gas Recovery Plant.

The results of the long term monitoring, sound readings at key sources, elevation drawings and other research led to a detailed computer sound model of the neighbourhood, distinguishing between the various transportation and industrial sources. The findings were presented to the community at a public open house held on October 5, 2017.



## Findings of the Environmental Noise Study

The findings of the Environmental Noise Study help to demonstrate community concerns about the number of sound sources in and around the neighbourhood, and lay the ground work for addressing the concerns. A summary of the findings from the three monitoring sites is below:

**North Site – Fall 2016:** The sources of noise in this area included road (11<sup>th</sup> Street West), rail noise and the Viterro grain facility. There were spikes in the data which was attributed to heavy trucks on 11<sup>th</sup> Street West. Heavy trucks accounted for approximately 40 per cent of all traffic along the roadway.

**East Site – Fall 2016:** The main source of noise in this area was traffic on Circle Drive. There were elevated noise levels around the morning and afternoon rush hours, with steady noise during the day and a reduced volume overnight. There was no noise detected from the Landfill Gas Recovery facility.

**South Site – Fall 2016:** The sources of noise in the south was traffic on Circle Drive, construction of the new Civic Operations Centre and rail activity. The noise was dominated by rail activity along the CN Main Line and train movements within the CN yard.

**South Site – Spring 2017:** The sources of noise in the south was traffic on Circle Drive, operation of the new Civic Operations Centre and rail activity. Again, the noise was dominated by rail activity along the CN Main Line and train movements within the CN yard.

A generally accepted level of sound in a city is 65 dBA. Although the average levels of sound recorded in the Noise Study did not exceed 65 dBA in the neighbourhood, there were some exceptions, including:

- active rail movements on the north tracks and within the CN Main Line
- one property along 11st Street where vehicle noise from trucks and their brakes exceed 65 dBA.

There were also some locations where high traffic volumes resulted in noise close to 65 dBA, including along Circle Drive, and near the multi-family homes along 11<sup>th</sup> Street. The Noise Study indicated that if traffic volumes on Circle Drive increased by 25 per cent, they could begin to exceed the 65 dBA level. A major snow event may also temporarily increase the volume of sound on Circle Drive by 25 per cent, due to snow removal vehicles frequenting the COC site, which could affect some properties on the east side of the neighbourhood.

## Steps to Address Sound Mitigation

The Environmental Noise Study identified the levels of sound from all of the sources in the area and provided insights to address or monitor the sound levels. The Environmental Noise Study also presented options to reduce the opportunity for noise impacts by future development adjacent to the neighbourhood.

### Traffic on 11<sup>th</sup> Street West

About 40 per cent of all traffic along 11<sup>th</sup> Street West was large truck traffic. It appears as though trucks are using 11<sup>th</sup> Street West as a short cut to Circle Drive. As they approach the neighbourhood, they must stop at the intersection of 11<sup>th</sup> Street West and Elevator Road. Although illegal in the city, large trucks will often use engine retarder brakes which are very loud. Road noise and retarder brakes contribute to sound volumes exceeding 65 dBA for the property adjacent to this intersection, and volumes approaching this level affect homes along 11<sup>th</sup> Street West, including those south of the 11<sup>th</sup> Street West Bypass.

The Transportation Division is aware of resident concerns regarding large trucks on 11<sup>th</sup> Street. This is a designated Truck Route in the Traffic Bylaw due to the significant number of nearby industrial properties that require large truck access. At this time, the Transportation Division does not support removing the Truck Route designation from this portion of 11<sup>th</sup> Street.

**RECOMMENDATION 6.1 – INCREASED ENFORCEMENT OF ENGINE RETARDER BRAKE REGULATIONS:** *That Saskatoon Police Services be requested to increase enforcement of regulations related to the use of engine retarder brakes along 11<sup>th</sup> Street West.*

### Viterra Grain Elevator



neighbourhood, and Viterra has been responsive. The Environmental Noise Study recommended this is the best course of action going forward.

The grain elevator north of 11<sup>th</sup> Street West has existed on the site since 1914, and is currently operated by Viterra. Residents advised that they felt this business has been a good neighbour to the community; however, the operation impacts the neighbourhood by drawing truck and rail traffic to the site which generates dust and noise from the fans and other industrial equipment. There are no provincial or federal noise regulations for industrial uses, and the City cannot impose specific noise mitigation requirements on the facility. The City has met with Viterra over the years to discuss the concerns of the

### CN Rail Yard



The noise generated by the CN Main Line and the associated railyard is experienced throughout the neighbourhood, particularly along the north, south and eastern boundaries. The Environmental Noise Study advised that the low frequency nature of the sound generated by locomotives is difficult to mitigate. Noise barriers, regardless of location or height, would not provide noise reduction due to the type of frequency created by the locomotives. Furthermore, rail companies are federally regulated and are not required to adhere to municipal bylaws governing their operations, including noise generated. These factors limit the ability to provide significant mitigation options to

the neighbourhood. The Environmental Noise Study suggested that ongoing dialog with the industrial uses, including CN, would be the most prudent course of action.

**RECOMMENDATION 6.2 – ENVIRONMENTAL NOISE STUDY FINDINGS AND RECOMMENDATIONS:** *That the Neighbourhood Planning Section, in conjunction with the Community Standards Division, advise Viterra and CN of the findings and recommendations of the Environmental Noise Study, and discuss items of concern to the neighbourhood.*

#### Circle Drive Traffic

The Environmental Noise Study indicated that traffic noise on Circle Drive approached the standard acceptable level of 65 dBA during peak rush hours, and during a major snow event noise could temporarily exceed this level. It would require at least a 25 per cent increase in traffic volumes on Circle Drive before there was a risk of exceeding the 65 dBA threshold, at which point, sound mitigation options should be explored. A small sound wall was constructed along the south end of Dundonald Avenue, but this appears to have no net effect in reducing sound from Circle Drive. Although the Environmental Noise Study advised that sound walls would not have any significant effect on mitigating traffic noise in this situation, there is still a desire from community members to examine the feasibility of adding a sound wall to the perimeter of the neighbourhood to reduce noise. Before considering additional sound walls, a separate study would be required to consider the potential effectiveness of any proposed mitigation options. The study would examine the site conditions, consider various locations and wall heights, road elevations and ultimately determine what, if any effect, a sound wall would have in mitigating traffic noise.

The study may also recommend other actions to reduce traffic volumes as a means to reduce noise levels, as there are options other than installing a sound wall. It will be important to monitor traffic volumes in the future to minimize impact on the neighbourhood. The City has a



permanent traffic counting station on the Gordie Howe Bridge west abutment; this section of Circle Drive South is monitored through the year and reported to City Council annually. The Senator Sid Buckwold Bridge is scheduled for a major rehab project in the next few years. That project is expected to have an impact on Circle Drive South traffic volumes, and therefore it would be appropriate to check noise readings after work is complete.



**RECOMMENDATION 6.3 – ASSESS TRAFFIC VOLUMES ON CIRCLE DRIVE SOUTH:** *That the Transportation Division assess traffic volumes on Circle Drive South near Montgomery Place in 2023 to determine if there has been an increase that warrants noise mitigation.*

#### Industrial Noise Mitigation

The Environmental Noise Study reported that noise from the City of Saskatoon’s Civic Operations Centre and the Landfill Gas Recovery Facility was inaudible to residents in the neighbourhood. However, during a major snow event, the Snow Management Facility is expected to be heard in the southern portion of the neighbourhood due to the volume of snow hauling vehicles and snow moving equipment on site.

If the Civic Operations Centre expands to include additional uses, particularly if large vehicles are involved, a qualified sound engineer should conduct a study to determine the potential effects on the Montgomery Place neighbourhood, and consideration should be given for sound mitigation recommendations of that study. Furthermore, the findings of the Environmental Noise Study should be taken into consideration for any future developments in the area, particularly as the South West Sector Plan begins to be built out.

**RECOMMENDATION 6.4 – MEET WITH CIVIC OPERATIONS CENTRE:** *That the Neighbourhood Planning Section advise the Civic Operations Centre of the results of the Environmental Noise Study, and advise that a noise impact study would be required and presented to the Montgomery Place community before any potential expansion.*

**South-West Sector**

The Environmental Noise Study indicated the dominant noise source for the west portion of the neighbourhood was truck traffic on Chappell Drive and 11<sup>th</sup> Street. The land to the west of Montgomery Place is currently vacant, but future development could add traffic volumes and other sources of noise depending upon the future land use. The South-West Sector Plan is underway and is examining future development options for the land (see **Section 1 Land Use, Zoning & Housing** for more information). The Environmental Noise Study suggested that sound mitigation options could be considered as part of future development decisions, and that truck traffic on Chappell Drive could be addressed as part of the future development.

**RECOMMENDATION 6.5 – SOUTH-WEST SECTOR PLAN:** *That the Neighbourhood Planning Section inform the Long Range Planning Section of the results of the Environmental Noise Study, and discuss options to mitigate the potential for future noise impacts on Montgomery Place when a Sector Plan is under development for the area.*

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## 7. Transit & Traffic

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Montgomery Place's roadways and overall traffic circulation are unique due to the narrow streets and avenues with boulevards and lack of sidewalks or curbs in the majority of the neighbourhood. There was no provision for storm sewers in the early development, necessitating the open drainage ditches still in use today. The 1980s subdivisions in the south did include sidewalks and city storm water systems. Like many residential neighbourhoods in Saskatoon, most traffic concerns in Montgomery Place involve pedestrian safety and speeding on local streets. Pedestrian safety is of particular concern due to the lack of sidewalks, deep drainage ditches next to roadways and on-street parking. As part of the Montgomery Place Neighbourhood Traffic Management Plan, the speed limit was reduced to 40 km/h from the typical 50 km/h found in other residential neighbourhoods.

Public transit is a valuable civic service that many citizens rely upon. Not only is transit an affordable transportation option, it promotes sustainability by reducing dependence on automobiles. Montgomery Place roadway designs and generally low population density make it challenging to provide accessible and efficient local transit service for the entire neighbourhood.

## Transit & Traffic Goals

The Montgomery Place LAP Committee identified a number of goals intended to guide transit and traffic improvements in Montgomery Place. They are as follows:

1. Increase pedestrian safety
2. Discourage speeding on local streets
3. Consider opportunities to provide improved transit service for the multi-unit apartment buildings on 11<sup>th</sup> Street

## Transit

The Montgomery Place neighbourhood is served by two Saskatoon Transit routes, Route 9 Riversdale-City Centre and Route 62 Montgomery-University.

As of July 2, 2018, Route 62 Montgomery-City Centre was renamed Route 62 Montgomery-University and its route map was adjusted. Previously, the route connected the Montgomery Place neighbourhood to the Confederation Terminal and the City Centre Terminal, Monday to Friday during peak hours. The adjustment extended the route past the City Centre Terminal to the University Terminal, providing riders from Montgomery Place a direct route to the University without requiring a transfer. This route improvement came as a result of Saskatoon Transit recognizing that the University was a preferred destination for many riders on this route.

Route 9 Riversdale-City Centre is the main bus route serving Montgomery Place, with service seven days per week. The route passes through the southwest corner of Saskatoon each half hour, with a loop through Montgomery Place as far south as Ortona Street once per hour, with the exception of peak morning and afternoon hours when Route 62 serves the neighbourhood. During the daytime, Route 9 buses destined for the City Centre Terminal alternate each half hour between looping through Montgomery Place as far south as Mountbatten Street and traveling along the neighbourhood boundary via the 11<sup>th</sup> Street Bypass, in order to loop through the nearby Southwest Industrial Area. Route 9 buses destined for the Confederation Terminal travel along the 11<sup>th</sup> Street Bypass.

Currently, there are no bus stops along the eastern segment of the 11<sup>th</sup> Street Bypass for City Centre Terminal-bound or Confederation Terminal-bound riders. It is proposed that Saskatoon Transit investigate opportunities to improve transit service for riders in northeast Montgomery Place, where multi-unit apartment buildings are located. Specifically, it is proposed that a bus shelter be added to an existing stop on Lancaster Boulevard near 11<sup>th</sup> Street (Bus Stop #5565) and that additional bus stops be added on the 11<sup>th</sup> Street Bypass near Lancaster Boulevard. In order to safely add bus stops on the 11<sup>th</sup> Street Bypass, it may be necessary to create a bus lay-by or bulb, along with a pedestrian crossing.



**RECOMMENDATION 7.1 – SHELTER WITH BENCH FOR BUS STOP #5565 ON LANCASTER BOULEVARD NEAR 11<sup>TH</sup> STREET:** *That Saskatoon Transit consider the feasibility of installing a shelter with bench at Bus Stop #5565, located near the intersection of Lancaster Boulevard and 11<sup>th</sup> Street, adjacent to the multi-unit apartment buildings.*

**RECOMMENDATION 7.2 – ADDITIONAL BUS STOPS ON 11<sup>TH</sup> STREET BYPASS NEAR LANCASTER BOULEVARD:** *That Saskatoon Transit and the Transportation Division consider the feasibility of providing bus stops with shelters and benches for eastbound and westbound routes on the 11<sup>th</sup> Street Bypass, near Lancaster Boulevard, which may require a bus lay-by or bulbing and installation of a pedestrian crossing.*



Recently, Saskatoon Transit added a bus shelter on the 11<sup>th</sup> Street Bypass, near Caen Street (Bus Stop #5571).

Other improvements expected to occur in 2018 include adding concrete pads at an existing bus stop on Elevator Road, south of 11<sup>th</sup> Street (Bus Stop #3114), and at an existing bus stop on Fairlight Drive, north of 11<sup>th</sup> Street (Bus Stop #5567).

## Montgomery Place Traffic Management Plan

The Neighbourhood Traffic Management Program is operated by the City's Transportation Division and is designed to address local traffic concerns within neighbourhoods such as speeding, shortcutting and pedestrian safety. In 2013, the program was revised from the long-standing practice of addressing one-off traffic concerns to examining traffic concerns at a neighbourhood-wide level. The Transportation Division developed a community consultation program to provide an opportunity for stakeholders to identify local traffic concerns and to discuss potential comprehensive solutions via the Neighbourhood Traffic Review process. The Transportation Division further examines each of the traffic concerns identified by gathering additional information, including traffic/pedestrian/cyclist data, SGI reported accident information, best practices and on-site observations. A proposed plan to address the traffic concerns is then presented to the community for comment and discussion, which results in appropriate modifications to the plan by the Transportation Division, before the plan is presented to City Council for approval.

A Neighbourhood Traffic Review consultation occurred in Montgomery Place between June 2015 and December 2015. On May 24, 2016, City Council adopted the Montgomery Place Traffic Plan. This plan includes a number of traffic calming devices and signage to improve conditions in the neighbourhood, including the recommendation to reduce the neighbourhood speed limit to 40 km/h. A neighbourhood-wide speed reduction was brought forward by many residents during the public consultation and had been studied by the Community Association in previous years. Implementation of the local improvements began in fall 2016, including the neighbourhood speed reduction to 40 km/h.



The remaining items from the Traffic Plan require additional funding in order to install several blocks of sidewalk along Dundonald Avenue and explore options for a speed display board on the 11<sup>th</sup> Street Bypass.

The Traffic Plan identifies a number of specific locations to install traffic calming devices and signage. Installation began in fall 2016, with new speed signage being posted and yield signs being replaced by stops signs at various locations in the neighbourhood. The Transportation Division also did traffic counts to study intersection and pedestrian safety at a number of locations (Items #14 and #15) and to then determine if crosswalk or traffic control signage was warranted.

The following tables from the Neighbourhood Traffic Reviews Implementation 2018 Budget Update include status updates on all 28 recommendations of the Montgomery Place Traffic Plan:

## Montgomery Place Traffic Management Plan 2018 Implementation Update

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	11 <sup>th</sup> Street Bypass (130m west of Crescent Boulevard)	50kph speed sign	1-2 years	Fall 2016 to Spring 2017	Complete
2	11 <sup>th</sup> Street & Cul-de-sac on east end	Bollards / posts (to restrict access from 11 <sup>th</sup> St Bypass)	1-2 years	2017	Complete
3	11 <sup>th</sup> Street (west of convenience store next to Fairlight Drive)	No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
4	11 <sup>th</sup> Street (west of Dundonald Avenue & east of Circle Drive)	Wayfinding signs for Landfill	1-2 years	Fall 2016 to Spring 2017	Complete
5	Mountbatten Street & Lancaster Boulevard	No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
6	Caen Street & Lancaster Boulevard	Stop signs	1-2 years	Fall 2016 to Spring 2017	Complete
7	Caen Street & Lancaster Boulevard	Standard crosswalk	1-2 years	Fall 2016 to Spring 2017	Complete
8	Ortona Street & Lancaster Boulevard	Standard crosswalk	1-2 years	Fall 2016 to Spring 2017	Complete
9	Ortona Street & Lancaster Boulevard	Move bus stop from centre of intersection to southeast corner of intersection on Lancaster Blvd	1-2 years	NA	Recommendation removed. Transit indicated that the bus stop cannot be moved due to ditches.
10	Ortona Street & Currie Avenue	Zebra crosswalk & No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
11	Ortona Street & Crerar Drive	Zebra crosswalk	1-2 years	Fall 2016 to Spring 2017	Complete
12	Dieppe Street & Crerar Drive	No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
13	Dieppe Street & Crerar Drive	Zebra crosswalks	1-2 years	Fall 2016 to Spring 2017	Complete
14	All intersections along bus route	Stop signs	1-2 years	Fall 2016 to Spring 2017	Complete
15	Back lane south of 11 <sup>th</sup> Street (access from Elevator Road)	20kph speed sign	1-2 years	Fall 2016 to Spring 2017	Complete
16	Back lane south of 11 <sup>th</sup> Street (access from Dundonald Avenue)	20kph speed sign	1-2 years	Fall 2016 to Spring 2017	Complete
17	Back lane accesses near Lt. Gen. GG Simonds Park	20kph speed signs	1-2 years	Fall 2016 to Spring 2017	Complete

## Montgomery Place Traffic Management Plan 2018 Implementation Update (cont)

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
18	Cassino Avenue at corner near Lt. Col. D. Walker Park	No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
19	All accesses from 11 <sup>th</sup> Street	40kph speed signs with Community-Wide tab & Share the Road sign	1-2 years	Summer 2016	Complete
20	All accesses from Dundonald Avenue	40kph speed signs with Community-Wide tab & Share the Road sign	1-2 years	Summer 2016	Complete
21	All accesses from Elevator Rd	40kph speed signs with Community-Wide tab & Share the Road sign	1-2 years	Summer 2016	Complete
22	Dieppe Street & Haida Avenue	Traffic count in spring 2016	1 year	Spring 2016	Complete. Traffic volumes and collision data do not support installation of stop signs. No changes recommended.
23	Crerar Drive & Mountbatten Street	Traffic count in spring 2016	1 year	Spring 2016	Complete. Traffic volume and pedestrian count determined moderate pedestrian usage. Since this is near a playground and a school a standard crosswalk is recommended.
24	11 <sup>th</sup> Street Bypass (250m east of Crescent Boulevard)	Speed display board	1-2 years	Summer 2016	Complete
25	11 <sup>th</sup> Street Bypass (Lancaster Boulevard to Chappell Drive)	Send speed data to Saskatoon Police Service to consider enforcement	1-2 years	Summer 2016	Complete
26	Dundonald Avenue between 11 <sup>th</sup> Street & Caen Street	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
27	Neighbourhood-wide	Pace Car Program (Community driven)	NA	NA	This is at the discretion of the community
28	All inner neighbourhood streets (bound by 11 <sup>th</sup> Street, Dundonald Avenue, Elevator Road)	Reduce speed limit to 40kph		2017	Complete

## Traffic Speed

The reduction of the neighbourhood traffic speed limit was approved by City Council on May 24, 2016, when the Traffic Plan went forward for approval. New signage has been installed within the neighbourhood notifying drivers of the new 40 km/h speed limit, however continued education to residents and a pace-car initiative was proposed in the Traffic Plan to encourage drivers to keep their speed no higher than 40 km/h. A pace-car initiative can educate residents about driver speed and behaviours. Volunteers from the neighbourhood sign up, put a sticker on their vehicle and pledge to drive no faster than the speed limit while also following all rules of the road as they head to their destination.



Feedback on the pace-car proposal that was gathered during the Montgomery Place LAP process suggested there was not enough support to proceed with the idea. If Montgomery Place residents have interest in creating a pace-car program in the future, the Transportation Division and Neighbourhood Planning Section can be of assistance.

The Montgomery Place Community Association purchased a speed display board in 2016 that is moved periodically to different locations throughout the neighbourhood. Since speeding continues to be cited by members of the community as a key concern, it is recommended that the Montgomery Place Community Association use their newsletter to encourage citizens to report speeding concerns to the Saskatoon Police Service Traffic Unit. The Traffic Unit does regular speed enforcement in and around the area, but it is challenging to cover the entire city, which is why assistance from local citizens is helpful in identifying areas where speeding is a concern. The most effective requests for additional traffic enforcement include the specific location and time of day where speeding is perceived to be most prevalent. If the same vehicle is often noticed to

be speeding, it is especially useful to include information about where the Traffic Unit could locate this vehicle, make, model, or even license plate number, along with the typical time of day they are often seen to be exceeding the local 40 km/h speed limit.

**RECOMMENDATION 7.3 – PROMOTE REPORTING SPECIFIC SPEEDING CONCERNS TO SASKATOON POLICE SERVICE TRAFFIC UNIT:** *That the Montgomery Place Community Association use their newsletter to encourage citizens to report speeding concerns to the Saskatoon Police Service Traffic Unit, including advice to residents on the detailed information that is most helpful to result in effective traffic enforcement.*



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## 8. Neighbourhood Safety

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A positive perception of safety within a community allows citizens to live, work, shop and play, free of the fear of becoming a victim of crime. This section includes statistics and reported crime data, perceptions held by neighbourhood residents and businesses, and safety audits conducted by the community. The results have been used to create LAP recommendations to address crime and the safety concerns of the community.

The Safety Section of the LAP provides insight into the perception of safety of residents and businesses through a review and analysis of safety mapping and surveys; current crime data and historical trends through the crime activity profile; and an action plan developed by the community to identify safety concerns and conduct additional research and audits. Lastly, the section includes a list of recommendations for both City of Saskatoon departments and the Montgomery Place community to implement in order to increase safety and the perception of safety in the neighbourhoods.

## Safety Goals

The Montgomery Place neighbourhood safety goals were developed from feedback, activities and concerns raised during neighbourhood safety meetings and safety audits. They are as follows:

1. Improve safety in parks during the day and at night
2. Increase the perception of safety of the commercial area and mobile home park between McNaughton and Elevator Road on 11<sup>th</sup> Street West
3. Address theft from vehicles and from garages/sheds
4. Develop a strategy for reporting and removing graffiti vandalism.

## Crime Prevention Through Environmental Design (CPTED)

The City of Saskatoon has adopted the philosophy of Safe Growth and uses the principles, strategies and processes of Crime Prevention Through Environmental Design (CPTED) to achieve safety in all neighbourhoods. Public involvement and community participation is critical to effectively ease safety concerns. CPTED promotes modification of the built environment and management of space to reduce the opportunity for crime to occur and increase residents perceptions of their safety.

In Saskatoon, the application of CPTED and its principles are included in the City's Official Community Plan, which formalizes the use of these principles in the approval of civic structures and developments. In recent years, CPTED reviews and safety audits have been conducted in various areas of the city including buildings, streets, parks and neighbourhoods. Appendix 2 defines CPTED and outlines its principles and strategies.

## Neighbourhood Safety Meetings/Activities

In conjunction with the LAP Process, community-wide safety meetings were held on April 6 and 19, 2016 in the neighbourhood. All residences and businesses in Montgomery Place were notified and invited to the meetings - more than 2,900 people in total.

Community members in attendance completed a number of small group activities to identify safety issues and concerns in the neighbourhood. These included:

### **1. Safe/Unsafe Areas Mapping Activity**

- This mapping exercise asked participants to identify specific locations in their community where they feel safe or unsafe.
- The purpose of this exercise was to give a better idea of where residents feel safe and unsafe, to compare these identified areas with reported crime incidents, and to determine any major inconsistencies between perceptions of safety and incidents of crime.
- See Map 1 for areas and locations that were identified as being **safe**.
- See Map 2 for areas and locations that were identified as being **unsafe**.

### **2. Nodes and Pathways Mapping Activity**

- This mapping exercise asked participants to identify destination points, or nodes, in the neighbourhood and the typical route they travel to get there.
- The purpose of this exercise was to learn where and how residents travel their neighbourhood, and what areas they access and avoid.
- See Map 3 for the popular destinations and routes identified by community residents.

### **3. Perceptions of Safety Survey**

- This survey was distributed to attendees at the first community-wide safety meeting to gauge perceptions of safety in different areas of the neighbourhood at different times of the day.
- The collected responses were used to form a baseline for further safety activities.
- A summary of the 18 completed surveys is included in this section.

Information from these activities helped inform and develop the Montgomery Place Neighbourhood Safety Action Plan.

# Montgomery Local Area Plan

## Safety Perception- Safe Areas



### Legend

Neighbourhood Boundary



Safe Areas



### General Comments:

- Residents feel safe in their homes and in the entire community, particularly during the day.
- Residents feel safer in the interior of the neighbourhood.



**City of  
Saskatoon**  
Planning & Development

For the City of Saskatoon, the City of Saskatoon Planning & Development Department has prepared this report. The report is based on the information provided by the City of Saskatoon Planning & Development Department.

City of Saskatoon Planning & Development  
1000 - 10th Avenue, Saskatoon, Saskatchewan S4N 0S2  
Tel: (306) 975-5000  
Fax: (306) 975-5001

**Map 1. Montgomery Perception - Safe Areas. City of Saskatoon 2016 Local Area Plan: Safety**

**General Comments:**  
Overall, most residents feel safe in their homes and in the community during daylight hours and more so in the interior of the neighbourhood.

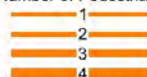




- Most people feel comfortable traveling all streets in the neighbourhood
- Avoidance of tight streets
- Avoidance of treed areas and alleys at night
- 11th Street- concern with biking safety

## Pathways

### Number of Pedestrians



### Neighbourhood Boundaries

- ① Montgomery School
- ② St. Dominic School
- ③ Montgomery Park
- ④ Gougeon Park
- ⑤ Lt. Gen. G.G. Simonds Park
- ⑥ Col. D. Walker Park

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## Perceptions of Safety

Perception of safety affects where, when and how people interact with and behave in their environment. This becomes a concern when an individual's perception of their personal safety causes them to change their behavior, even though an actual threat may not be present.

Individual perceptions of safety can vary for a number of reasons, including age, experience, or gender. For example, a 16 year old male may have very different perceptions of their safety in an area than a 60 year old female. Neither may be absolutely correct, but it will affect how they interact with a space or whether they will even enter the space.

## Perceptions of Safety Survey

This survey gathered information on where and when residents felt safe in the neighbourhood. The survey was completed by 18 community members on the evening of April 6, and the aggregate results were shown at the April 19, 2018 meeting.

The survey results showed 72 per cent of Montgomery Place respondents felt safe in their neighbourhood and more than half felt it was safer than other city neighbourhoods (see Figure 1). When asked how crime has changed in the neighbourhood over the past few years, 50 per cent said it was the same or had decreased somewhat, while 40 per cent said it increased somewhat.

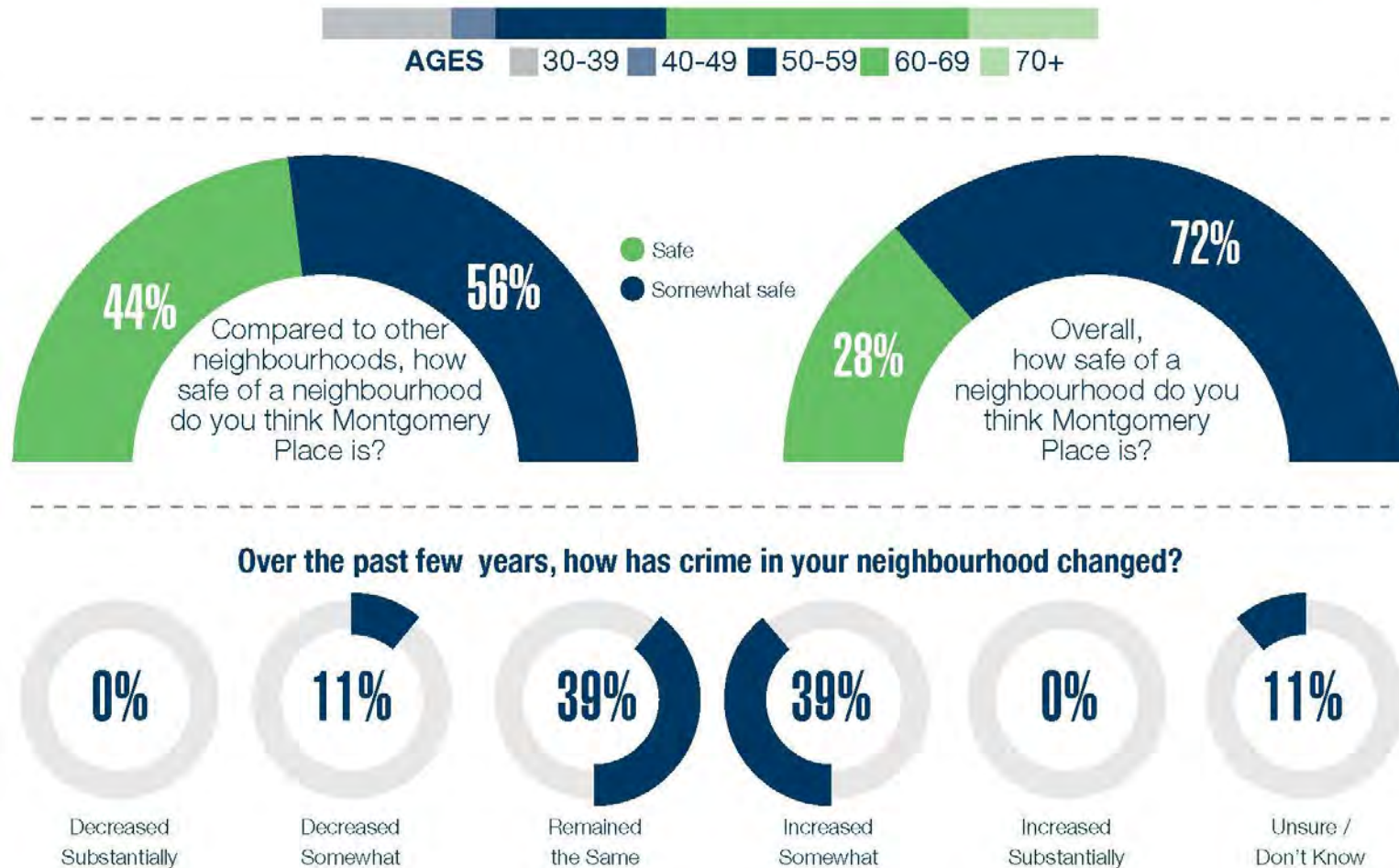
The majority of Montgomery Place residents, 73 per cent are less concerned about or feel there has been no change in their personal safety compared to a few years ago. When asked to identify their single greatest safety concern in the neighbourhood, vandalism and property theft were mentioned the most. When asked about specific concerns and crimes property theft, residential break and enter and illegal use of drugs were also identified as higher level concerns.

These concerns were related to specific times and areas of the neighbourhood. For example, most residents felt safe in their homes or walking in the neighbourhood during the day. At night these percentages dropped slightly, which is not unexpected (See Figure 2).

These responses also helped inform and develop the Montgomery Place Neighbourhood Safety Action Plan.

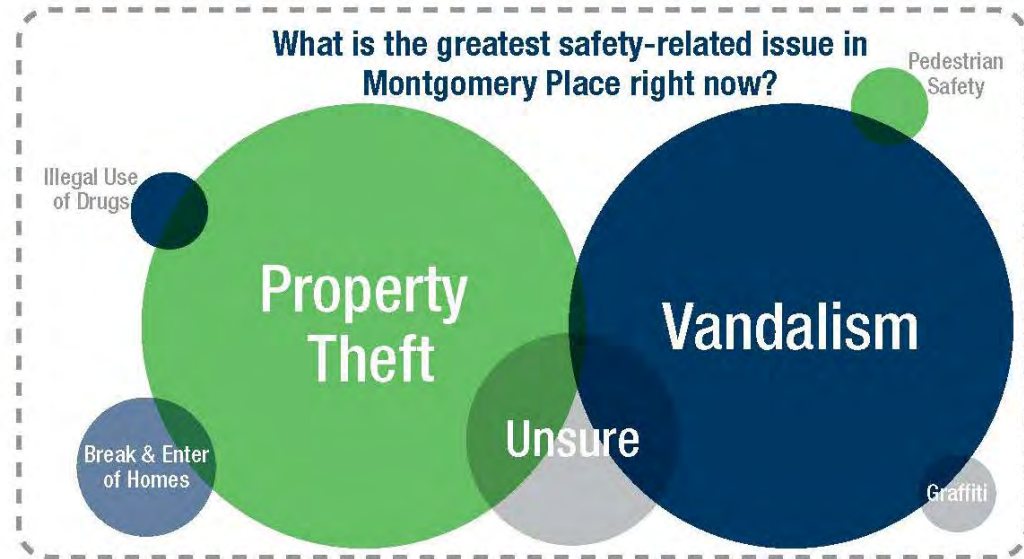
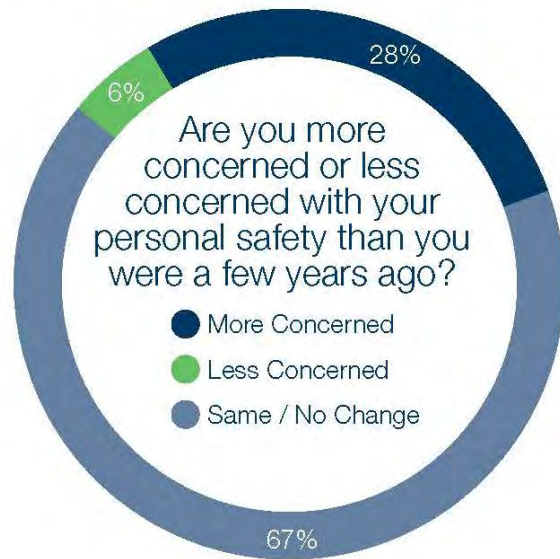
# PERCEPTIONS OF SAFETY SURVEY RESULTS

18 PARTICIPANTS (9 MALE, 9 FEMALE)



**Figure 1: Perceptions of Safety Survey Results 1**

# PERCEPTIONS OF SAFETY SURVEY RESULTS



## How safe do you feel?



### In your home



### Walking alone in your neighbourhood



### Letting your children play out of sight

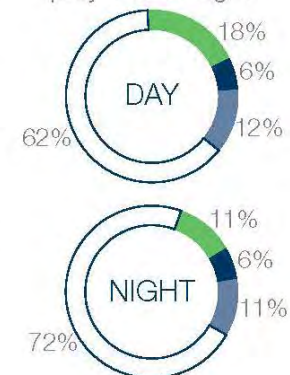
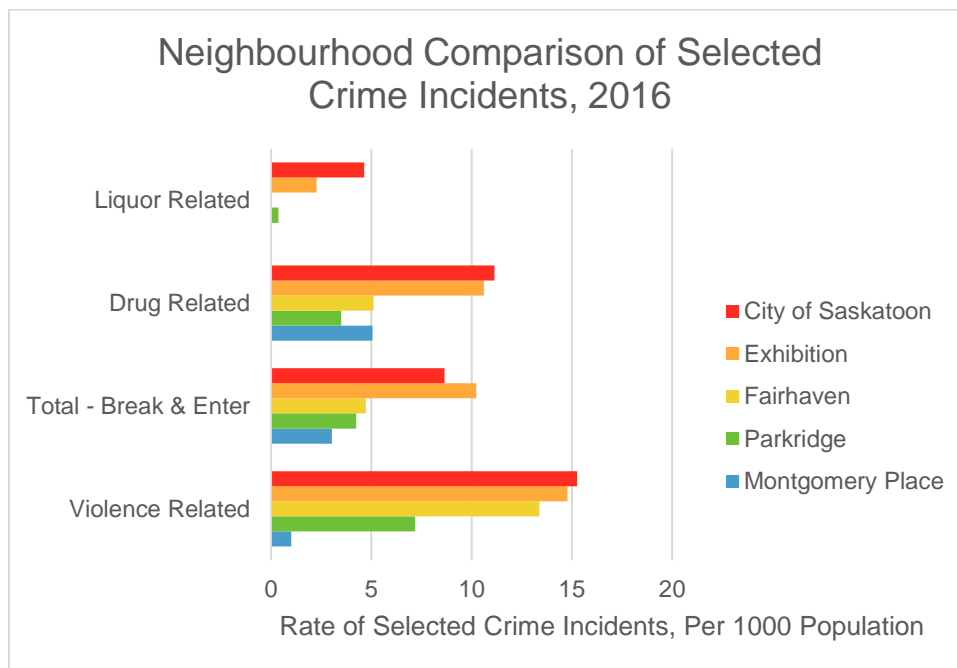


Figure 2: Perceptions of Safety Survey Results 2

## Crime Activity Profile

Crime statistics are an important tool in assessing neighbourhood safety as they help identify trends in both the location and types of crimes to be observed and considered. In reviewing the statistics for reported crime in a neighbourhood, it is important to note that not all crimes are reported. The Crime Activity Profile for Montgomery Place includes crime maps that show a selection of reported crime types of crimes reported, location of crimes and location, as well as charts and graphs showing the number of crimes reported, recent trends and comparisons with other neighbourhoods.

It is important to review crime statistics in conjunction with residents' perceptions of their safety. In some cases, users' perceptions of personal safety could be low but the crime statistics show very little criminal activity. Conversely, users may report feeling safe in an area that actually has a high number of reported crimes.



**Figure 3: Selected crime comparisons by neighbourhood**

Neither perceptions of safety nor crime statistics have precedence over the other; they are different measures and different perspectives of a larger picture. Neighbourhood Safety considers perceptions of safety and the reported crime statistics together for a more complete picture of activity in the area.

Montgomery Place rates very highly for safety when compared to similar neighbourhoods elsewhere in Saskatoon. Violence related, break and enters and liquor related crimes are all the lowest of all compared. Drug related crimes are the second lowest of the neighborhoods compared.

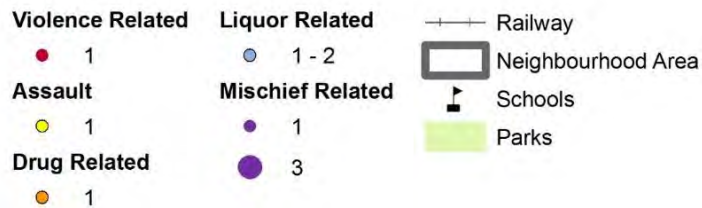
Description	2011	2012	2013	2014	2015	2016	% Change 2011 to 2016
Murder	0	0	1	0	0	0	0%
Assault	7	2	9	10	10	2	-71%
Sexual Assault	0	0	2	1	2	0	0%
Suspicious Activity	3	0	1	3	7	2	-33%
Uttering Threats to a Person	3	1	4	4	2	1	-67%
Weapons Possession & Firearms Related	2	1	5	2	5	4	100%
<b>Crime Against the Person Total:</b>	<b>15</b>	<b>4</b>	<b>22</b>	<b>20</b>	<b>26</b>	<b>9</b>	<b>-40%</b>
Break & Enter - Commercial	0	1	2	2	4	1	100%
Break & Enter - Residential	6	0	13	6	8	8	33%
Break & Enter - Other	1	2	6	8	10	0	-100%
<b>Break and Enter Total:</b>	<b>7</b>	<b>3</b>	<b>21</b>	<b>16</b>	<b>22</b>	<b>9</b>	<b>29%</b>
Arson	0	0	0	2	1	0	0%
Mischief	17	10	26	21	13	17	0%
Mischief - Graffiti Vandalism	5	1	0	2	3	10	100%
Possession of Stolen Property	1	2	1	1	2	3	200%
Robbery - Including Armed Robbery	2	0	1	2	1	0	-100%
Fraud	3	3	8	5	3	9	200%
Theft over \$5000	0	0	0	2	0	0	0%
Theft under \$5000	9	5	3	8	7	8	-11%
Theft from Vehicle	15	7	18	11	21	24	60%
Theft of Vehicle	9	7	15	12	4	2	-78%
Theft of Bicycle	3	0	2	3	4	0	-100%
<b>Crimes Against Property Total:</b>	<b>64</b>	<b>35</b>	<b>74</b>	<b>69</b>	<b>59</b>	<b>73</b>	<b>17%</b>
Violence Related	7	2	13	11	12	2	-71%
Drug Related	3	1	4	3	10	12	300%
Liquor Related	6	3	2	4	5	5	-17%
Prostitution	0	1	0	0	0	0	0%
<b>Other Related Crimes Total:</b>	<b>16</b>	<b>7</b>	<b>19</b>	<b>18</b>	<b>27</b>	<b>19</b>	<b>19%</b>

**Table 1: Selected Montgomery Place crime statistics, 2011 to 2016**

# Montgomery Place

## 2016 Selected Incidents of Crime

### Map 1 of 2



June 2017

Data Source: Saskatoon Police Service

N:\Planning\Mapping\ESRI\Crime\Requests\Montgomery Place\2010-2017

**Map 4: Selected Montgomery Place crime statistics, 2016**

# **Montgomery Place** 2016 Selected Incidents of Crime Map 2 of 2



June 2017

Data Source: Saskatoon Police Service

N:\Planning\Mapping\ESRI\Crime\Requests\Montgomery Place\2010-2017

**Map 5: Selected Montgomery Place crime statistics, 2016**

The statistics shown on Map 4 and 5 show that the selected incidences of crime were spread throughout the neighbourhood, rather than in concentrated clusters. Table 1 shows the breakdown of the incidents and compares them over a six year period.

Crime against property in general and break and enters in particular rose sharply in 2013 and have stayed fairly stable until 2016 when they dropped sharply again. Residents were quite in tune with these statistics, except for break and enters where the survey showed a higher incidence of break and enters than actual reported incidents. This typically means that people are not reporting incidents. A specific reason for not reporting these crimes was not discovered. Additional education and awareness may be needed.

Theft under \$5000, bicycle theft and vehicle theft have all been relatively stable, or declining, over the past five years. However theft from a vehicle is rising and the reported numbers show 24 incidents; about one every two weeks if they were distributed evenly. Typically, they happen in spurts and when one vehicle gets hit there are often others. Break and enters, and theft under \$5000 constitute the majority of property and theft related incidents in Montgomery Place.

Surveys indicated that vandalism and graffiti vandalism were identified as major safety-related issues in the neighbourhood. Crime stats show an increase in reported graffiti vandalism from 2011 to 2016. Although the reported numbers are not very high, residents indicated there were likely many more unreported incidents. Reported incidents of mischief have remained stable for the past five years and are not significantly high.

Residents also identified drug-related incidents as an issue. Statistics do show a rise in incidents over the past few years but the absolute numbers are still very low. Most of these incidents appear to be on the periphery of the neighbourhood and may be related to incidents on the streets rather than in the neighbourhood proper. Table 1 also shows a 70 per cent reduction in violence related incidents since 2011, with a significant drop between 2015 and 2016.

General observations show that, for the most part, crime incidents seem to be spread throughout the neighbourhood in no specific pattern. There is one cluster of incidents in the north east corner of the neighbourhood which can be attributed to

the higher concentration of people, vehicles and property in that area. No other clusters can be identified as overly problematic based on the reported crime stats.

## Montgomery Place Neighbourhood Safety Action Plan

A neighbourhood Safety Action Plan is a set of strategies, approved by the community, to address safety issues and concerns that the community has identified during the LAP. The Action Plan was created by combining all the neighbourhood safety information that had been gathered to that point in the LAP and the Neighbourhood Safety process.

This information included input collected from the community-wide neighbourhood safety meeting, the residents' Perceptions of Safety Survey results, crime statistics and the Montgomery Place Community Association. Using this information, the community determined steps to address these concerns and prioritized issues, areas and topics.

The Action Plan was reviewed by the Community in April 2016, to ensure it accurately represented residents' concerns, and the final Action Plan was vetted by community members who attended the Montgomery Place Local Area Plan Open House on June 23, 2016.

The final Action Plan (Appendix 3) established a variety of actions that would help reduce the opportunity for crime and increase residents' feelings of safety. The community identified a priority list for the completion of the Action Plan. Some of these activities included residents conducting Neighbour to Neighbour Surveys and participating in five Safety Audits. All action items, save one, were completed or will be specifically identified in this final report.

The results from the work done on this Action Plan have been used to prioritize issues and goals in the neighbourhood and to recommend warranted changes. Recommendations are listed by section in the report.

## Neighbour to Neighbour Surveys

Neighbour to neighbour surveys were identified as a way to collect information from residents who had not attended meetings but who lived in or near to areas of concern. The surveys were conducted by residents of the neighbourhood themselves.

Neighbourhood Safety Planners helped residents set up the questions and a script for how to approach their neighbours. Residents decided where and when to carry out or distribute the surveys with a final timeline for collection. The Planners collated and reported results of the 92 surveys that were conducted around the five neighbourhood parks and the McNaughton Avenue area.

The generosity of the community members who conducted these surveys had a great impact. Not only were all residents given a voice and invited to participate in the betterment of the neighbourhood, but connections were made and valuable information was learned.

## Safety Audits

Safety audits allow regular users of an area to identify places that make them feel unsafe. Residents are considered local experts because they are most familiar with their neighbourhood and what happens on a daily basis. Change becomes the responsibility of a group of people who care about the community. It is a partnership that includes the audit participants, the neighbourhood community, and the City.

The goal of the Safety Audit is to explore areas that are perceived to be unsafe and identify exactly what it is about a space that causes concern. The process involves residents, local businesses and the City working together to find solutions to safety problems. They use the Safety Audit results as a tool to form an overall risk assessment of the area. Typically, safety audits are carried out when identified issues are likely to occur. If a park space is fine during the day but an issue after 9pm, then that is when the Safety Audit is completed. This may be modified to ensure the safety of the audit participants.

To prepare for safety audits, a workshop on Crime Prevention Through Environmental Design (CPTED) was conducted with community members on July 14, 2016. The purpose of the workshop was to familiarize community members with the principles of Crime Prevention Through Environmental Design (CPTED) prior to conducting the Safety Audits.

The Safety Audit process consists of a thorough site walkabout and analysis of the built environment. Site features such as lighting, pathways, landscaping and others, are assessed according to participants' individual perceptions. These comments and concerns are recorded and used to develop recommendations that aim to increase the perception of safety in the area and reduce the opportunity for crime to occur.

Information collected from residents during the Safety Audits provided further information about the area and generated a number of recommendations to improve safety. Typically the audits were held in the early evening, allowing residents to review the area in the daylight and then again at dusk. A short break between sessions allowed residents to record their comments. This time also allowed for the sun to set. The group then did one more round of the area in the dark, noting any changes in the area. Further details of audits are below.

Safety Audits focused on the neighbourhood parks, the commercial area, lanes and streets around Elevator Road, McNaughton Road and 11<sup>th</sup> Street West. These areas were identified in the Action Plan as having real and perceived safety concerns.

## Safety Audit – Montgomery Park

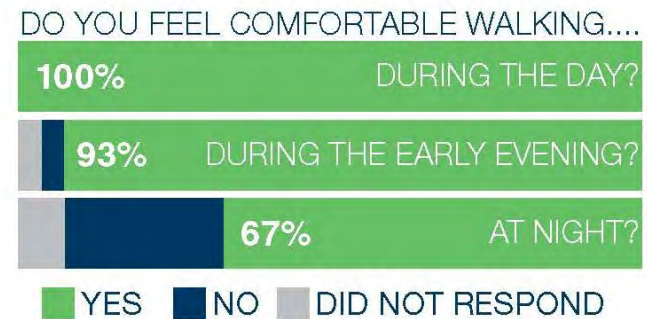
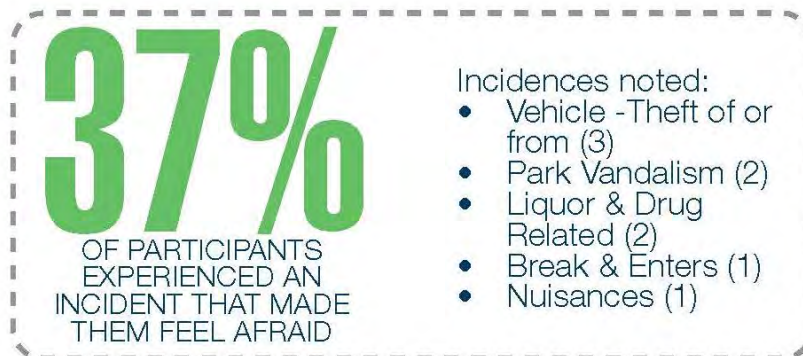
The Safety Audit of Montgomery Park was completed on the evening of July 19, 2016 with eight participants, the majority of whom were female, representing an even distribution of age groups. Montgomery Park is a large green space located immediately west of the Montgomery School grounds. It features a paddling pool, outdoor rink, pathways, a baseball diamond, benches and a toboggan hill.

Mature trees stand throughout the park, with two large clusters of bush and trees in the northwest corner. The audit group walked through these areas and they were discussed thoroughly. Although they can be the cause of some issues and perhaps some illegitimate activity, in general, the residents saw these treed areas as important.

Figure 3 shows a visual summary of main comments and Figure 4 shows comments from the Neighbour to Neighbour survey in the surrounding and adjacent areas. The park is well used with high perceptions of safety during day and evening, dropping during night time use. This is not unusual.

This park also includes the Memorial Cairn and Veterans Monument which honour the contributions of residents during wartime and commemorates Canadian Forces Veterans who built their homes in the neighbourhood during the years of 1946-1977. These unique community monuments are in the northwest corner of the park; an area often active with community events and celebrations.

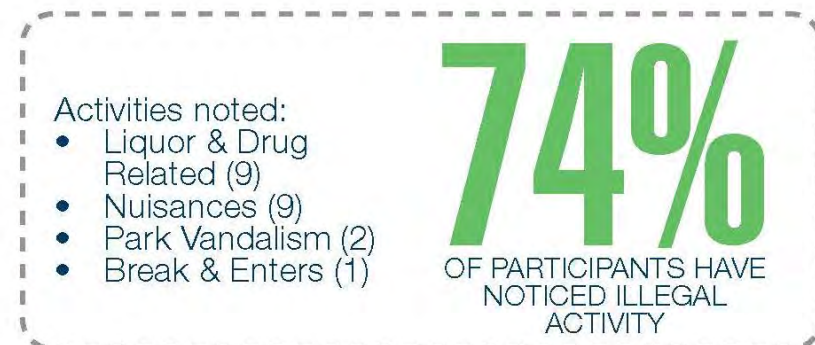
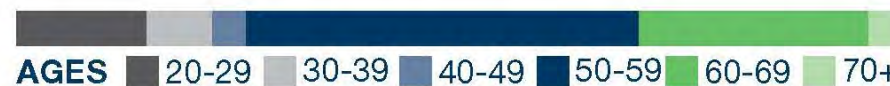




# MONTGOMERY PARK

## NEIGHBOUR TO NEIGHBOUR SURVEY RESULTS

27 PARTICIPANTS (11 MALE, 15 FEMALE, 1 NO RESPONSE)



**Figure 3: Montgomery Park Neighbour to Neighbour Survey Results**

# MONTGOMERY PARK



**Figure 4: Montgomery Park Safety Audit Results**

Overall impressions of the park were positive and suggest a safe and welcoming neighbourhood amenity. Points discussed during the Safety Audit included:

- Increased lighting. The pathway, toboggan hill, sidewalks, bus stops, seating, signs, exits and walkways were lit very poorly.
- Comments regarding sight lines were divided. Some participants noted that sight lines vary depending on one's location within the park. Respondents also indicated potential hiding spots during the audit. Others felt that the park is fine as is.
- Overall impressions of signage were satisfactory, with a few participants who feel “no off-leash dogs” signs are needed.
- Maintenance and upkeep of the park was reported as positive, except for the current condition of the ball diamond.



Most of the participants enjoy and have a good impression of the park. The park felt ‘cared for’ and was seen as a vital part of the community. The Parks Division was notified the next day of the poor maintenance of the baseball diamond. Parks immediately sent out a crew and the diamond was playable within a few days. The residents were very appreciative.

Signs reminding users to leash and pick up after their dogs were also suggested. This recommendation was completed before the report was even approved. Montgomery Park now has two new “no off-leash dogs” signs on the north and south sides of the park.

## Safety Audits – Gougeon Park

Gougeon Park's safety audit was conducted on the evening of July 21, 2016 at 8:00pm. A group of four participants took part in the audit and had valuable conversations about safety in the park as they walked the area. Three of the four auditors were female and each participant belonged to a different age range.



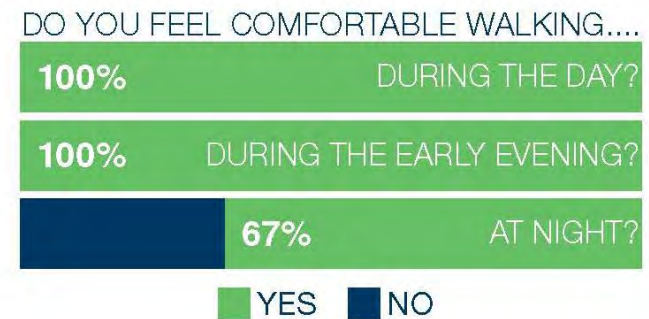
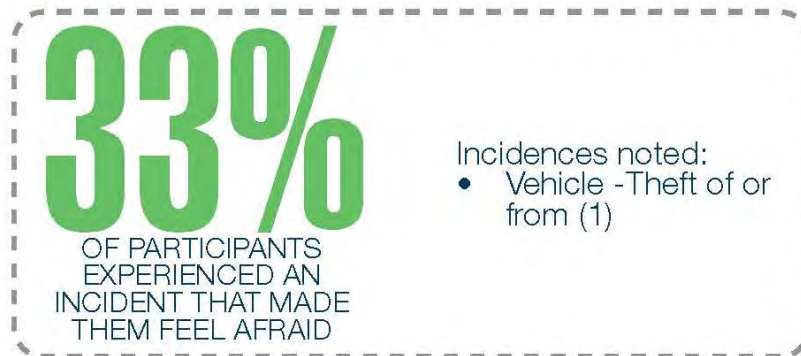
Gougeon Park is south east of St. Dominic School and includes a ball diamond, playground equipment and walking paths. One particular area of the park is heavily treed, with a walking path running east and west through the trees. There are also other informal pathways in this treed area. However, none of the participants felt this area was unsafe or dangerous and there was no garbage or other indications of illegitimate activity.

Every participant had positive general impressions of the area and described the overall park as clean, open, safe, and used.

The following is a general summary the audit observations:

- Lighting was generally regarded as poor due to uneven lighting, burnt out bulbs and lack of lighting.
- All respondents felt that current signs worked well to identify location and operating hours.
- While three quarters of participants reported being able to see clearly, it was noted that some bushes and trees could be trimmed to enhance sight lines.

**RECOMMENDATION 8.1 – TREE TRIMMING – GOUGEON PARK:** *That the Neighbourhood Planning Section work with the Parks Division to identify inadequate sight lines in Gougeon Park and trim the bushes and trees if needed.*



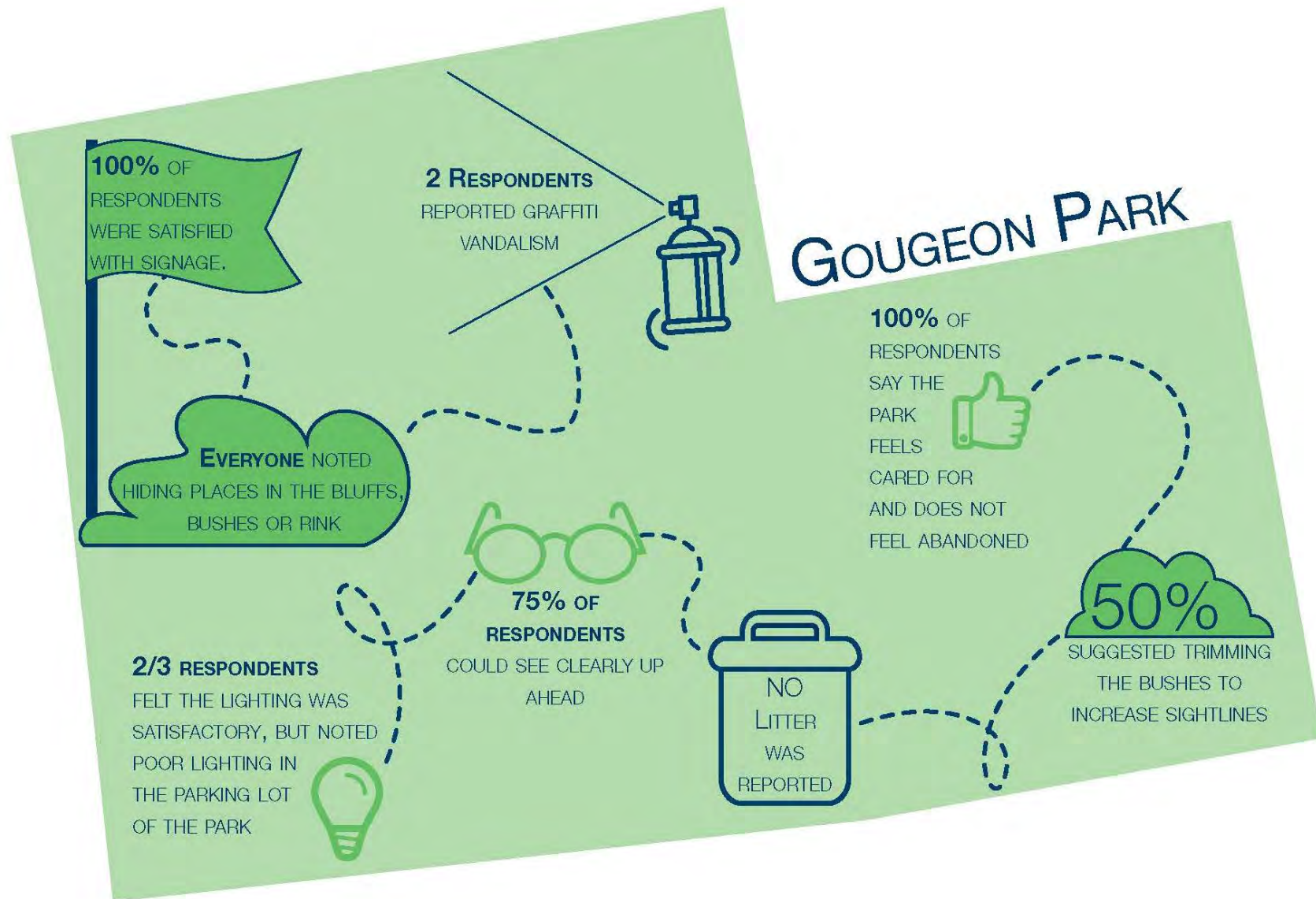
# GOUGEON PARK

## NEIGHBOUR TO NEIGHBOUR SURVEY RESULTS

3 PARTICIPANTS (2 MALE, 1 FEMALE)



**Figure 5: Gougeon Park Neighbour to Neighbour Survey Results**



**Figure 6: Gougeon Park Safety Audit Results**

## Safety Audits – Lt. Col. D. Walker Park

This Safety Audit was conducted during the evening of July 26, 2016 by seven people; five women and two men.

Lt. Col. D. Walker Park is on Cassino Avenue, with the north side of the park backing the rear lane of Mountbatten Street residences. The park includes a playground, walking path and open space.



General impressions of this park were positive. Participants reported feeling safe and relaxed in the park and noticed an open and inviting feeling. No lighting is present in the park, but street lights do provide some ambient light. Participants indicated that this lighting is not sufficient for the entrances, exits, pathways and benches.

Sight lines in and around the park were good with some obstruction by bushes and shrubs was noted. The majority (83 per cent) of participants identified a well-defined pathway that guides the movement of users as well as secondary pathways. Potential hiding spots were identified in the alley and the north side shed.

The Neighbour to Neighbour survey noted that the park is much quieter, had less illegal activity, and less loitering since the parking lot adjoining the park was closed. Eighty per cent of people surveyed had not experienced an incident that made them feel afraid.

The following is a summary of the Safety Audit observations:

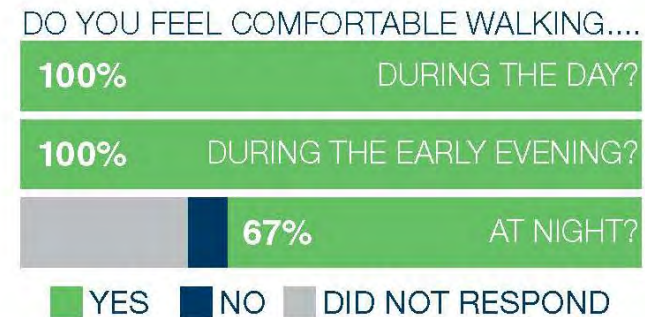
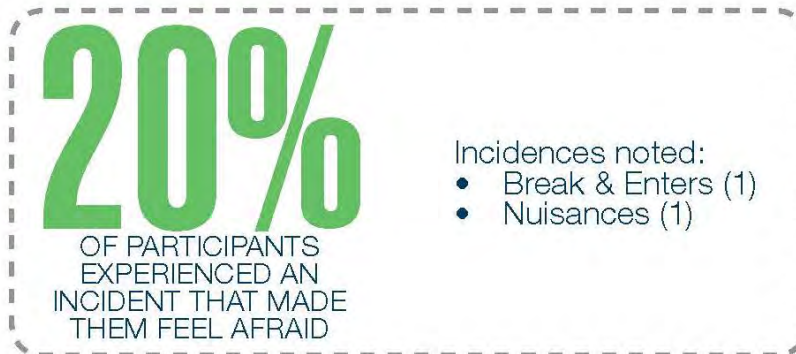
- Many houses on Cassino Avenue face the park and give the feeling that people can see you.
- 'No parking on the grass' signs should be installed.
- The area feels cared for and owned.
- No graffiti vandalism was noted.
- The park seems geared for young kids.
- People have been driving through the park.
- People have been parking on the grass.
- The entrance to the laneway is poorly maintained and does not provide a sense of safety.
- The rear lane should be cleaned up and residents backing the park should take more ownership of it.
- Trees in the middle of the park should be thinned out.



Vehicles have been driving into multiple parks illegally and solutions to this problem could apply to all Montgomery parks.

**RECOMMENDATION 8.2 – VEHICULAR TRAFFIC – LT. COL. D. WALKER PARK:** *That the Neighbourhood Planning Section, in consultation with the Parks Division, review the issue of driving in Lt. Col. D. Walker Park, or parking on the grass, and potential solutions.*

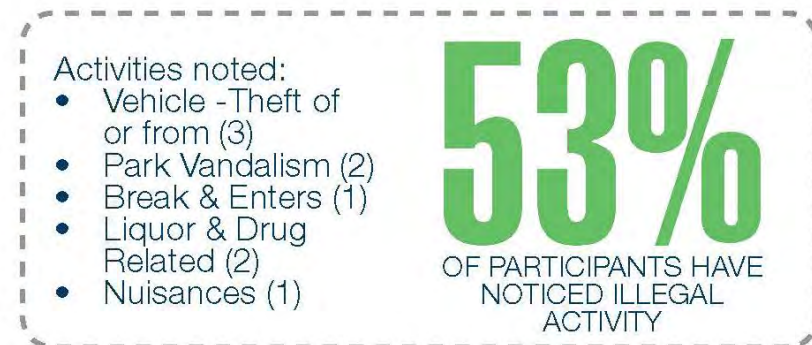
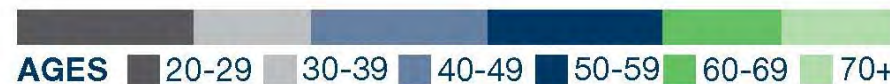
**RECOMMENDATION 8.3 – BACK LANE MAINTENANCE – LT. COL. D. WALKER PARK:** *That the Neighbourhood Planning Section, in consultation with the Community Standards Division, review the state of the back lane adjacent to Lt. Col. D. Walker Park.*



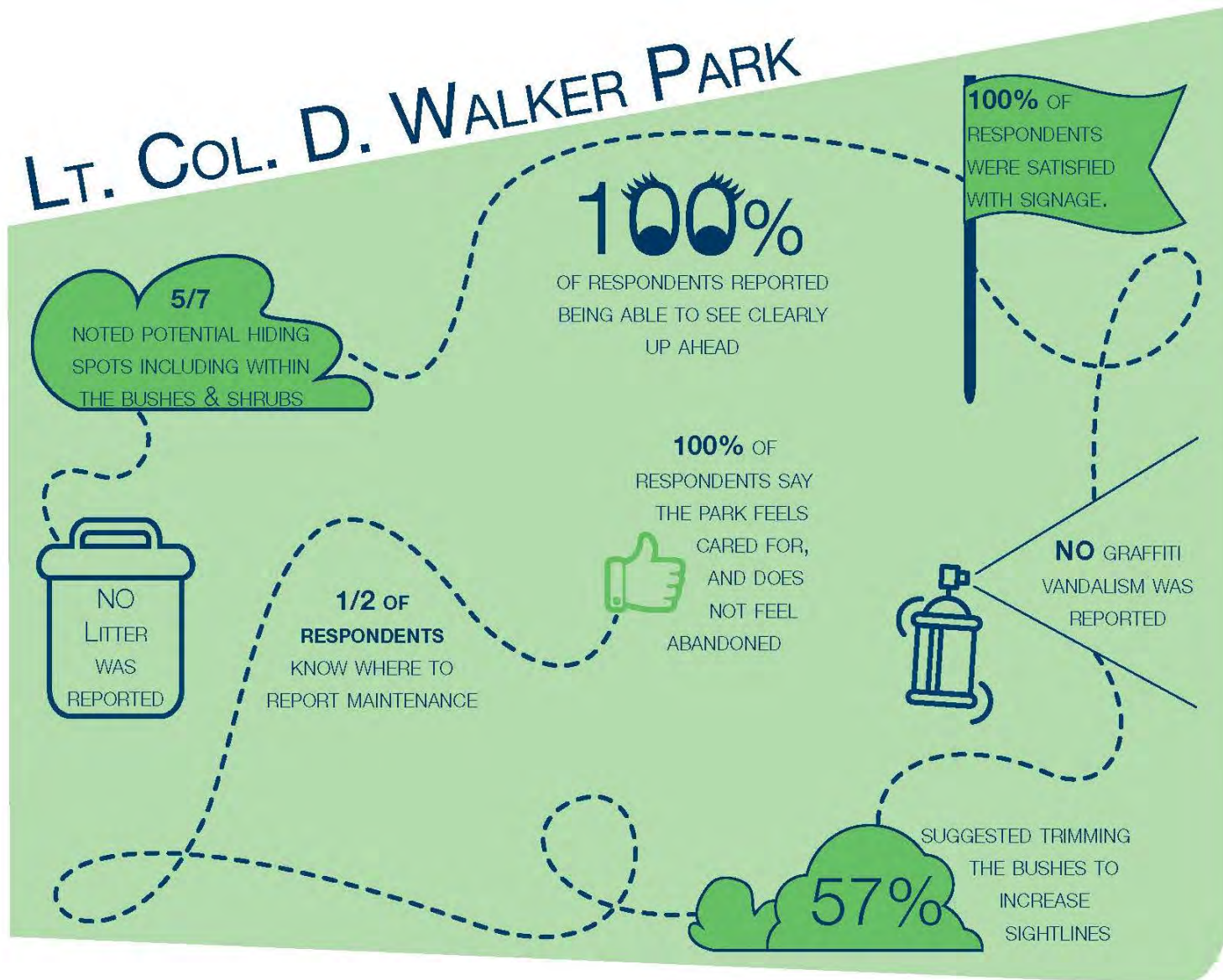
# LT. COL. D. WALKER PARK

## NEIGHBOUR TO NEIGHBOUR SURVEY RESULTS

15 PARTICIPANTS (8 MALE, 7 FEMALE)



**Figure 7: Lt. Col. D. Walker Park Neighbour to Neighbour Survey Results**



**Figure 8: Lt. Col. D. Walker Park Safety Audit Results**

## Safety Audits – Lt. General GG Simonds Park

This Safety Audit was held during the evening of July 28, 2016 with a group of seven people of diverse age groups.

Lt. General GG Simonds Park is in the neighbourhood's south west corner. The park is flanked by the rear lane of Dieppe Street residences, the rear lane of Haida Avenue residences and the backyard of Cassino Avenue residents. There are several informal entrances to the park by the rear lanes surrounding it, however the formal entrance is from Simonds Avenue on the west end. This park is unique as it is somewhat secluded compared to the other neighbourhood parks. It seems to act as a 'backyard park' with many eyes on it, with residences backing on to the park on three of four sides.



Comments from audit participants were generally positive and no significant issues were identified. Park usage was reported as being typical with few people around in the morning, several present during the day and evening and none around late at night. It is also easy to predict when people will be present. The park is well maintained, safe, tidy and open. No lights are present in the park, and participants feel that none are needed.

The presence of groups of trees and shrubs in the park obstructed sight lines and tree-trimming was suggested by the group. Overall, participants liked this nice neighbourhood park.

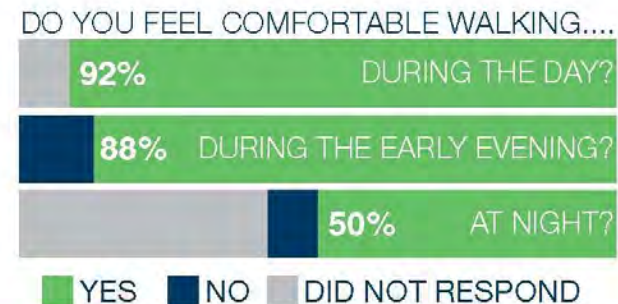
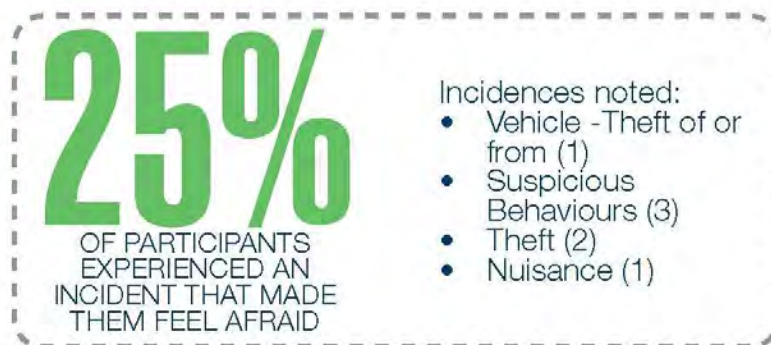


The following is a summary of the Safety Audit observations:

- Young kids play soccer here.
- The park has a good design.
- No graffiti vandalism or other vandalism was noticed during the Safety Audit.
- Litter was accumulating in the bluffs.
- Beer cans were found in the garbage.

**RECOMMENDATION 8.4 – TREE TRIMMING – LT. GENERAL GG SIMONDS PARK:** *That the Neighbourhood Planning Section work with the Parks Division to identify inadequate sight lines in Lt. General GG Simonds Park and trim the bushes and/or trees if needed.*

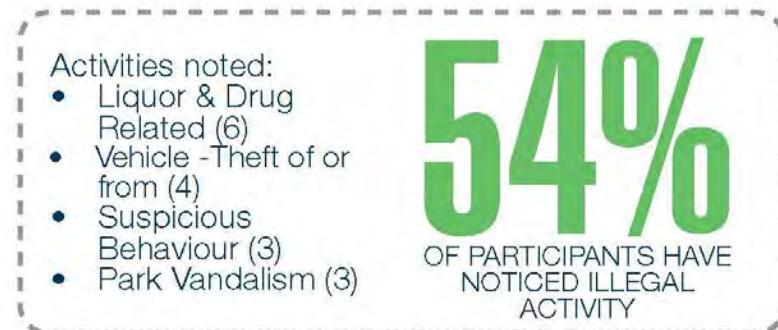




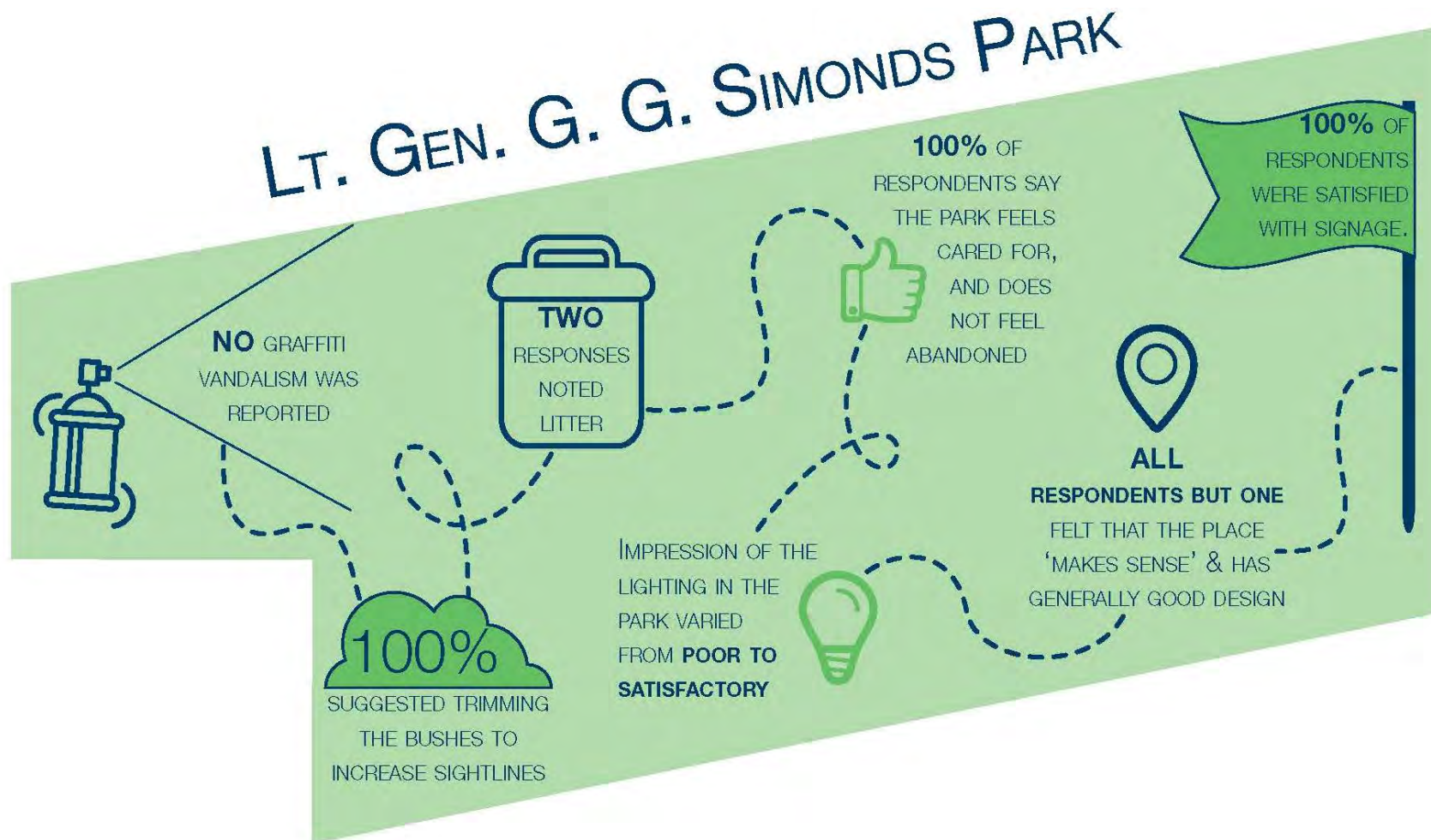
# LT. GEN. G.G. SIMONDS PARK

## NEIGHBOUR TO NEIGHBOUR SURVEY RESULTS

22 PARTICIPANTS (12 MALE, 10 FEMALE)



**Figure 9: Lt. Gen. G. G. Simonds Park Neighbour to Neighbour Survey Results**

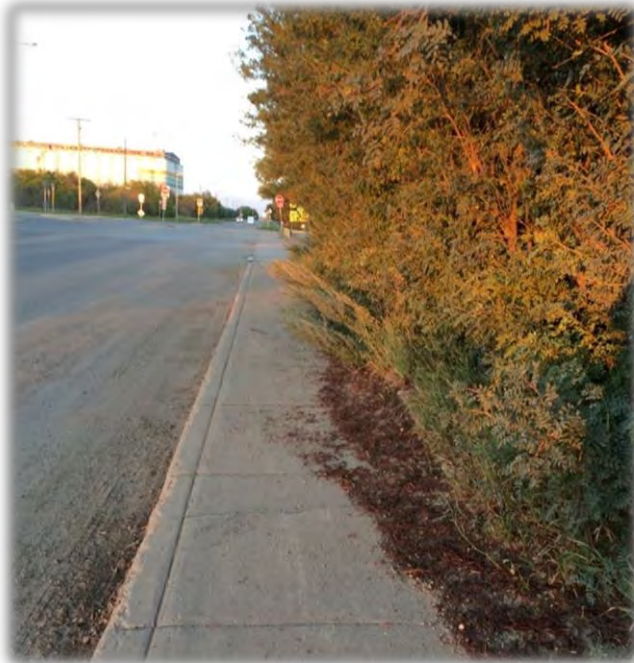


**Figure 10: Lt. Gen. G. G. Simonds Park Safety Audit Results**

## Safety Audits – Elevator and McNaughton Road between 11<sup>th</sup> Street West and Arnhem Street

A Safety Audit of McNaughton Ave and Elevator Road was held on the evening of August 2, 2016. Eight people from varying age groups participated.

This audit included the front streets of the 1100 and 1200 blocks of McNaughton Avenue and Elevator Road, part of 11<sup>th</sup> Street, the commercial property, mobile home park and the back lanes between McNaughton Avenue and Elevator Road. The back lane on the west side of McNaughton Avenue was added during the audit as participants felt this area was worth reviewing as well.



Although the majority of participants reported feeling safe and comfortable in this area, there were some who did not feel safe. Those who felt unsafe indicated graffiti vandalism, general property vandalism, entrapment areas, generally poor maintenance and the negative perceived image of the commercial business and mobile home park. Some residents had also experienced ongoing criminal behavior in the area. Information on the Safe Communities and Neighbourhoods (SCAN) Act was given to some participants to potentially address this criminal activity.

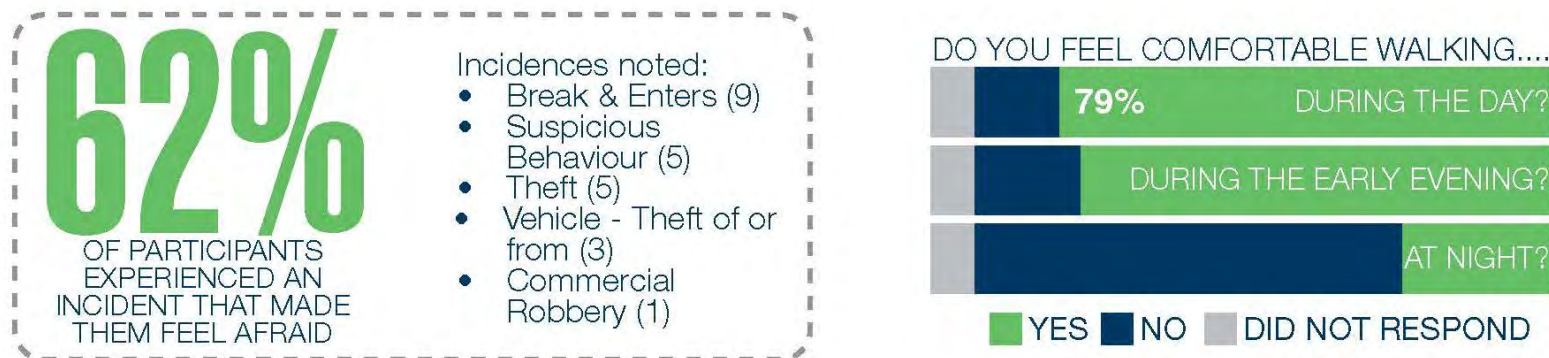
Lighting was generally satisfactory, but was obstructed by the mature trees on some blocks. Sight lines were also obstructed by trees and potential hiding spots were identified. These areas included trees and bushes along the north end of Elevator Road; overgrown bushes on 11<sup>th</sup> Street West near Greg's Grocery; and the bins and structures in the rear lane of Greg's Grocery.



Participants indicated that the Montgomery Place residents have an overall negative perception of the mobile home park located south of Greg's Grocery. The immediate vicinity of this area was disorderly and did not feel safe to the participants. Greg's Grocery appears to be a thriving convenience store with a bakery that sells fresh bread daily. Participants spoke to the operator and he indicated that, for the most part, he does not have any trouble in the store. The Audit group noted CCTV cameras which could allow the operator to monitor the inside and outside of the store.

Specific comments made during this safety audit include:

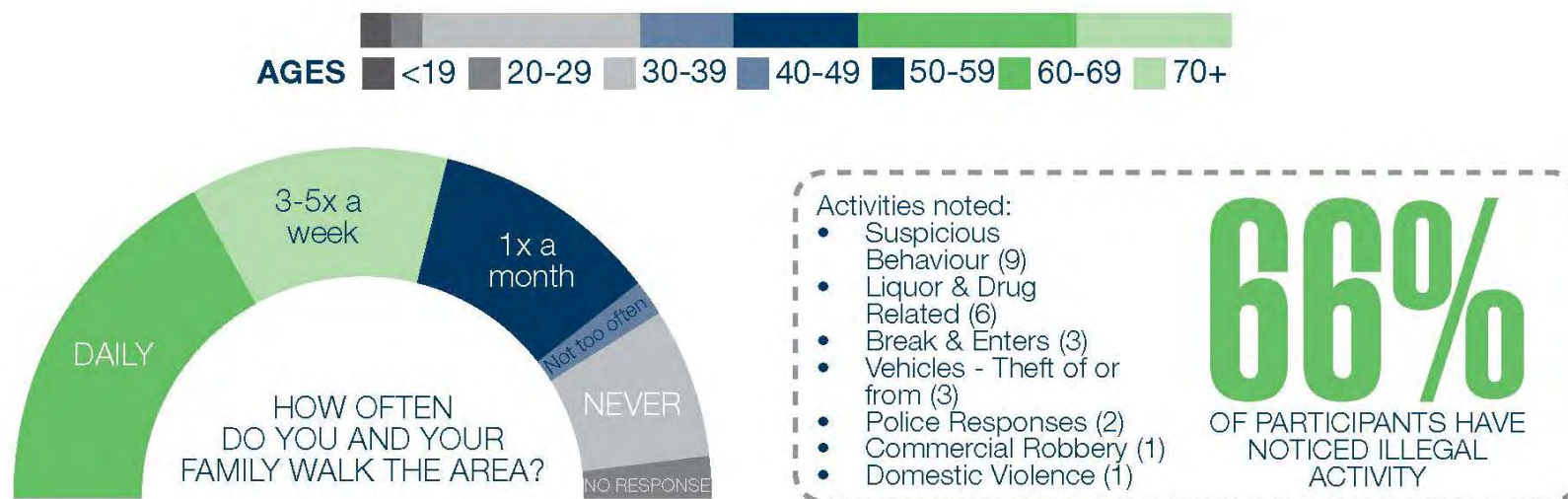
- Trailer court area would be improved by a clean-up.
- City needs to trim trees around Greg's Grocery.
- Big trees block street lights.
- This area feels less cared for than the rest of the neighbourhood.



# ELEVATOR TO McNAUGHTON

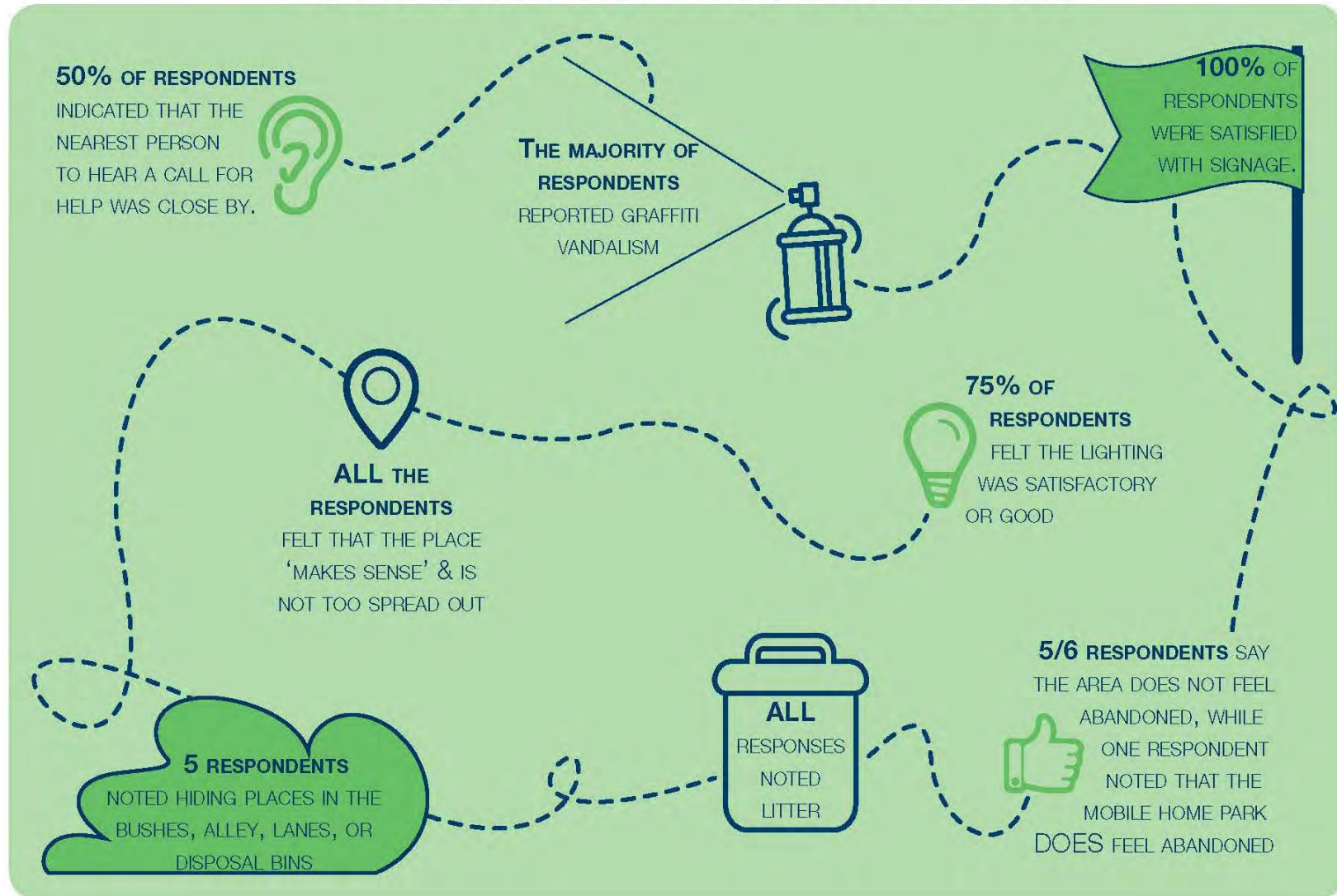
NEIGHBOUR TO NEIGHBOUR SURVEY RESULTS

29 PARTICIPANTS (5 MALE, 24 FEMALE)



**Figure 11: Elevator to McNaughton Area Safety Audit Results**

# ELEVATOR TO McNAUGHTON



**Figure 12: Elevator to McNaughton Area Safety Audit Results**

Some new and specific issues were brought up during the Safety Audit. Residents who had not attended any of the safety meetings came out because flyers were delivered during the Neighbour to Neighbour surveys. Some of the issues raised were similar to those already identified, and there were a few that were identified and addressed before the Montgomery Place Local Area Plan was completed.

A resident identified what he described as a drug house next door to his residence. He described the behaviours and activity that were impacting his family's quality of life. Information on the Safe Communities and Neighbourhoods Act (SCAN) and a contact for the program was given to the resident and he was recommended to contact them immediately. Additional information should be sent to the Community Association for future reference.

At the time of the audit there were overgrown trees on the north property line of 3501 11<sup>th</sup> St W. The trees have grown so far over the property line that they block most of the sidewalk (Figure 14). There was some work done to identify whether the trees were on private property or public land. The line of trees was removed before the research was finished. The sidewalk is now clear of barriers and has open sight lines all around. No further recommendations will be made.

**RECOMMENDATION 8.5 – STREET LIGHT TREE TRIMMING – ELEVATOR ROAD & MCNAUGHTON ROAD BETWEEN 11<sup>TH</sup> STREET WEST AND ARNHEN STREET:** *That the Neighbourhood Planning Section work with Saskatoon Light & Power to ensure optimum light levels in the area of Elevator Road and McNaughton Road between 11<sup>th</sup> Street West and Arnhem Street, with good clearance around street lights and trim as necessary.*

**RECOMMENDATION 8.6 – MCNAUGHTON BACK LANE VEGETATION MAINTENANCE:** *That the Neighbourhood Planning Section work with the Transportation & Utilities Department and the Community Standards Division to complete a one-time alley cleanup of overgrown vegetation between the 1100 and 1200 blocks of McNaughton Avenue and Elevator Road.*

**RECOMMENDATION 8.7 – MOBILE HOME PARK:** *That the Neighbourhood Planning Section contact the owner of the Mobile Home Park, located in Montgomery Place, to supply information and identify issues that will help improve the image and maintenance of the area.*

**RECOMMENDATION 8.8 – SAFER COMMUNITIES AND NEIGHBOURHOODS (SCAN) INFORMATION:** *That the Neighbourhood Planning Section work with the Montgomery Place Community Association to ensure information on SCAN is distributed to residents and contact information supplied so the Community Association can organize a presentation by SCAN, if warranted.*

## CN Curling Club



The CN Curling Club site is an area of concern. According to residents, the site is not well maintained and the back lane exit/entrance into the neighbourhood often generates inappropriate or criminal activity in the off-season.

The CN Curling Club site is accessed off Chappell Drive on the neighbourhood's west side. There is also an access to Simonds Avenue through the back lane (Figure 22). Residents indicated that this access is often used as a cut-through, but is also used to access the back of the site where it is easy to hide and there is potential for illegitimate and/or illegal activity.

The area on the east side of the building is often unkempt with long grass weeds and junked material.

Residents indicated that the Community Association has asked the CN Curling Club to work with them to address these issues, but have not had much success. The Curling Club has also been approached to address loud music and noise from their building during events. They have been open to working with the Community Association to address these issues and have worked to make their patrons aware of the surrounding residential area.

**RECOMMENDATION 8.9 – CN CURLING CLUB SITE:** *That the Neighbourhood Planning Section arrange a meeting with the Montgomery Place Community Association and the CN Curling Club to identify and address issues that affect the surrounding neighbourhood and potentially a mutually agreed upon “Good Neighbour Agreement” type of agreement.*

## Other Issues

### Residential Break & Enters (B&E) in the Neighbourhood

There are areas in the neighbourhood that are perceived to be high incident areas. However, this was not supported by the reported crime statistics. Members of the community believe that many residents are not reporting thefts and wonder why. During the LAP process and the Neighbour to Neighbour surveys, some residents noted that their neighbours were telling them that they had experienced a break and enter, yet it was not showing up on the reported crime statistics.

The statistics show that theft is an issue, and although most numbers are dropping, the theft from vehicles is high. Break and enters rose significantly in 2013 to 2015 but have also fallen significantly in 2016. Targets include garages, sheds and appear to include the work trailers on the building sites in the north end of the neighbourhood.

There was discussion about conducting a victimization survey in the neighbourhood but it was not seen as workable due to confidentiality concerns. Administration considered a city-wide victimization survey, but the cost was high and the timeline would not produce information for this report. The potential for a city-wide victimization survey is still being considered for the long term.

Educating residents on how and why to report, and how to protect themselves was seen as an important way to decrease break and enter crimes. The City of Saskatoon's Neighbourhood Safety Program has many public awareness booklets and pamphlets to help residents, their family, block and neighbourhood be safer. These include the Safe at Home Booklet, the Porchlight Pamphlet and Back Lanes: Maintenance & Safety Pamphlet.

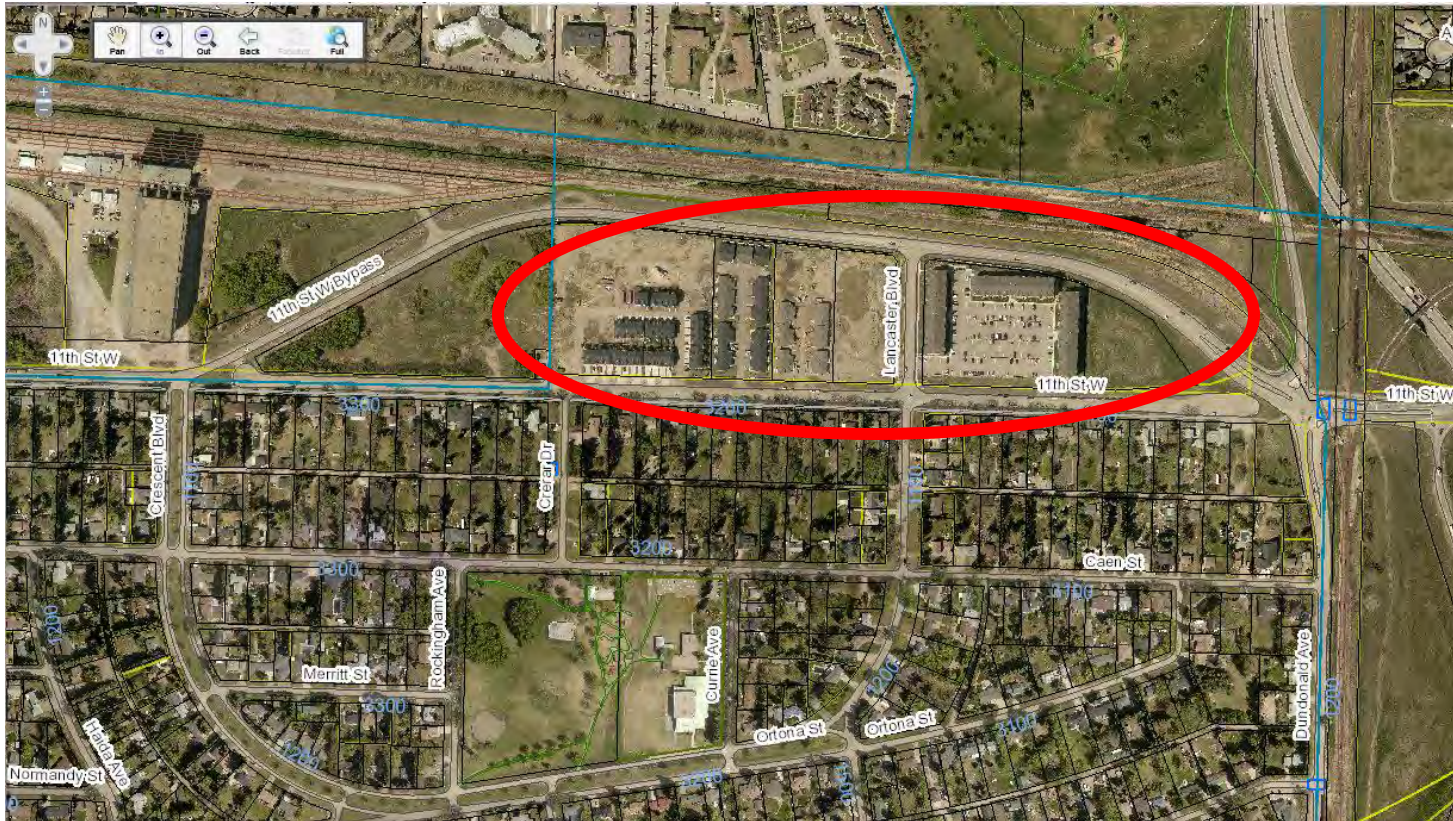
**RECOMMENDATION 8.10 – NEIGHBOURHOOD SAFETY INFORMATION:** *That the Neighbourhood Planning Section work with the Montgomery Place Community Association to deliver a Neighbourhood Safety package to all residents.*

#### New Developments in North End of Neighbourhood

The new housing developments in the north end of the neighbourhood have been controversial. This is historic and goes back to the original owners and sale of the land. Many residents would have liked to see that area remain undeveloped rather than multiple unit developments, and some attribute any negative activity in the area to these developments. However, these developments are now part of the neighbourhood and should be included in community activities and information.

There are about 192 units in three apartment-style buildings completed and further potential for 137 townhouse-style units in the near future. The apartment-style housing units are rental units, where the multiple-unit developments west of Lancaster Boulevard are slated for ownership. From a Safe Growth perspective, it would be in the neighborhood's best interest for residents in these housing developments feel welcomed and have a sense of belonging. They may have children that attend the neighbourhood schools or play on a sports team, they may work in the immediate area, shop at the neighbourhood convenience store and will certainly be walking or cycling in the neighbourhood. If they feel they belong and have a connection to the neighbourhood, they will take ownership and care about the area and the people in it.

The Cypress Gardens apartment buildings, north of 11<sup>th</sup> Street West have been certified by the Crime Free Multi Housing (CFMH) Program through the Saskatoon Police Service. CFMH is a strategy intended to encourage apartment owners, managers and landlords to proactively approach crime reduction in and around housing units. The owners and operators of these buildings are already well on the way to helping Montgomery Place be a safer neighbourhood.



### Sex Trade and Illegal Drug Use/Trafficking Along Burma Road and Dundonald Avenue

There is a perception that there is illegal drug use, drug trafficking and sex trade activities happening on the periphery of the neighbourhood. Burma Road and Dundonald Avenue were the two places mentioned the most. Both of these roads, and their uses, have changed significantly with the development in the area over the past five years.

Due to the construction of Circle Drive South and a new access to Valley Road, Dundonald Avenue no longer continues south past the neighbourhood. It ends with a temporary controlled entry into the CN lands. There are two vacant developable sites on the south portion of Dundonald Avenue and no residential properties fronting Dundonald Avenue north of Dieppe

Street. The road is isolated with no exit south of Mountbatten Street and very little natural surveillance. This road could be temporarily closed at Mountbatten Street until a time when development does occur on the vacant sites along Dundonald Avenue. This would prevent vehicular travel further south. Once work on the south end of Dundonald Avenue is complete, the CN access will also close and Chappell Drive will be the main access to their property.

Burma Road used to run east/west on the south edge of the neighbourhood, and was used mainly for CN operation. Burma Road was purchased for the construction of the berm and to provide CN with a new access road. As a result of the berm construction, Burma Road no longer exists. Anything that happens on the south side of the berm is on CN property. When civic staff have been on site and checking on the progress in the area, CN staff have been very quick to arrive and inquire what they are doing in the area. It is not anticipated that unauthorized access will be an issue in the future.

**RECOMMENDATION 8.11 – DUNDONALD AVENUE GATE AT MOUNTBATTEN STREET:** *That the Neighbourhood Planning Section work with the Transportation Division to temporarily close Dundonald Avenue at Mountbatten Street using a gate or other materials. Fencing may be required on the adjacent undeveloped lots to prevent circumventing the gate.*

**RECOMMENDATION 8.12 – DUNDONALD AVENUE MONITORING:** *That the Neighbourhood Planning Section recommend to the Montgomery Place Community Association that they continue to work with the local Saskatoon Police Service (SPS) Community Liaison Officer to ensure the Dundonald Avenue area does not become a safety issue in the future and for SPS to notify CN of any relevant safety issues.*

**RECOMMENDATION 8.13 – GRAFFITI VANDALISM INFORMATION:** *That the Neighbourhood Planning Section work with the Montgomery Place Community Association to organize a graffiti vandalism presentation for the community.*



## Neighbourhood Safety Initiatives

The following existing initiatives address safety concerns and can be accessed by the neighbourhoods:

**Graffiti Vandalism:** The Graffiti Reduction Task Force, a unique partnership between businesses, government, and non-government organizations, has implemented a number of programs aimed at reducing vandalism. The Saskatoon Police Service also has an Anti-Graffiti unit. This unit is tasked with targeting the individuals engaged in graffiti vandalism. For more information on the Graffiti Management Program, clean up incentives and graffiti vandalism removal tips, refer to the City of Saskatoon website at [www.saskatoon.ca](http://www.saskatoon.ca) and search for “graffiti reduction” or call 306-975-2828.

**Neighbourhood Safety Resource Material:** The Planning and Development Division, Neighbourhood Planning Section has produced a series of Safer City booklets that provide a number of strategies and guidelines to help improve safety in and around your home. For more information on Neighbourhood Safety material refer to the City of Saskatoon website at [www.saskatoon.ca](http://www.saskatoon.ca), and search for “Neighbourhood Safety” or call 306-975-3340.

**Crime Free Multi-Housing Program:** This strategy is intended to encourage apartment owners, managers, and landlords to proactively approach crime reduction in and around housing units. This initiative is managed by the Saskatoon Police Service and receives funding from other City of Saskatoon departments. For more information on the Crime Free Multi-house Program refer to the Saskatoon Police Service website at [www.police.saskatoon.sk.ca](http://www.police.saskatoon.sk.ca) (click under “Programs and Services” and “Crime Free Multi-Housing”) or call 306-975-8385.

**Community Watch and Citizen Patrol:** Community Watch is a crime prevention and crime interruption program where the Saskatoon Police Service partners with the community to make Saskatoon a safe place to live and work. Citizen Patrol gets neighbourhood residents more active in assisting in crime prevention and reporting suspicious activity. Volunteers have no policing powers and are non-confrontational, but they wear vests identifying themselves as Citizen Patrol. This is a visual deterrent to crime and nuisance behaviours.

**Safer Communities and Neighbourhoods Act (SCAN):** The Safer Communities and Neighbourhoods Act improves community safety by targeting and, if necessary, shutting down residential and commercial buildings and land that are habitually used for illegal activities. The legislation is able to address a wide variety of activities, such as public safety concerns related to fortified buildings. It promotes community safety by cleaning up properties that negatively affect the health, safety, or security of local residents in a neighbourhood. The Montgomery Place LAP Committee encourages residents to report suspicious activities at residences and businesses to the Safer Communities and Neighbourhood Investigation Unit at 1-866-51-SAFER (1-866-517-2337) or [www.cpsp.gov.sk.ca/scan](http://www.cpsp.gov.sk.ca/scan).

**City of Saskatoon Property Maintenance & Nuisance Abatement Bylaw No. 8175:** This bylaw requires property owners in the City of Saskatoon to maintain houses, buildings, and yards to an acceptable standard. Property owners are responsible for ensuring yards are kept free and clean from garbage and debris, junked vehicles, and excessive growth of grass and weeds. To report concerns, call the Safety and Property Maintenance Hotline at 306-975-2828.

**Safe Bus Program:** The Safe Bus Program was formally launched June 1, 2000 and was developed in partnership with Child & Youth Friendly Saskatoon. The Safe Bus program is designed to assist children, youth or adults that need immediate shelter or someone to contact emergency services. Persons in peril or in need of immediate shelter can safely flag down a bus or go to a parked bus for assistance.

All Saskatoon Transit buses are radio equipped with direct contact to Police, Fire and Emergency Medical Services. When approached by someone in need of assistance, bus operators will immediately contact Police Services (if needed) and allow the person in peril to stay on the bus until help arrives. People asking for help do not need money to get on a Safe Bus. It will be easier to get an approaching bus operator's attention if you are at a bus stop, however, if a bus stop is not close by, people in need of assistance should stand on the sidewalk and hold their hand up as the bus approaches. The operator will recognize this as a sign of distress and stop to help. The City reminds all parents to tell their children to never step onto the roadway to flag down a bus as this is very dangerous.

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# Implementation & Priorities

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## Implementation

Local Area Plan (LAP) reports are long-term plans that take many years to be fully implemented. A LAP sets out a vision and goals to guide growth and development of a neighbourhood. It also specifies recommendations intended to address a particular issue and improve the neighbourhood. Some recommendations may be implemented in the short term, while others may take a longer period of time.

The City of Saskatoon Planning & Development Division has been creating and implementing LAPs City Council endorsing the plans since the late 1990s. Great strides have been made to improve these neighbourhoods by allocating resources to implement the recommendations with collaboration of City administration, the LAP communities, government and non-government programs and service providers.

Each year, budgets from many City of Saskatoon departments are used to support capital investments needed to implement the recommendations of a LAP. City Council has been very supportive of the Local Area Planning Program and continues to approve significant amounts of capital funds to implement needed improvements in the LAP neighbourhoods.

Local Area Planners are the liaisons between the community and City administration, and they ensure the priorities laid out in each LAP are reflected in project funding. The interdepartmental cooperation begins in the early stages of the LAP process when key City administrators provide insight and expertise by engaging in discussion with the LAP Committee on identified issues. These same key City administrators are often involved in approving commitments to implement recommendations from the LAP.

It is a goal of the Local Area Planning Program to provide annual implementation status updates to the LAP neighbourhoods and to City Council. Additional public meetings may also be needed to keep the community abreast of implementation activities or to gather input on implementation activities. Articles about Local Area Planning activities may also be published

in Community Association newsletters. The Local Area Planning website at [www.saskatoon.ca/lap](http://www.saskatoon.ca/lap) posts Implementation Status Reports, which are updated annually.

Continued community involvement in the implementation of LAPs is essential to success, and it is important to extend a central role to local residents, Community Associations, LAP Committees and other stakeholders. Community Associations and LAP Committees have an important role in providing local perspective, advice and guidance on how the recommendations are carried out. They also play a role in ensuring that development proposals in their neighbourhoods are consistent with the goals of the LAP.

## Priorities of the Montgomery Place Community

At the Montgomery Place LAP Open House held June 19, 2018, attendees reviewed the draft report and identified top priorities. This does not necessarily mean these recommendations will be implemented immediately or first due to other factors that may affect timing, but it is a chance for the community to identify the recommendations that are believed to have the greatest potential for positive impact.

The following recommendations were identified as top priorities:

- 1.1 CHANGING NEIGHBOURHOOD BOUNDARY TO RESEMBLE HISTORIC LIMITS**
- 2.1 IMPROVEMENTS AND SEATING IN MONTGOMERY PARK**
- 3.1 ADD VETERANS' MONUMENT TO SASKATOON REGISTER OF HISTORIC PLACES**
- 3.2 NOMINATION FOR MUNICIPAL HERITAGE AWARD**
- 3.3 HERITAGE COMMEMORATION EVENING**
- 5.1 DISTRIBUTION OF BYLAW ENFORCEMENT INFORMATION**

The Neighbourhood Safety recommendations were prioritized separately because the Neighbourhood Planning Section has a Neighbourhood Safety Implementation Planner tasked with managing the implementation of safety recommendations from LAPs and related reports.

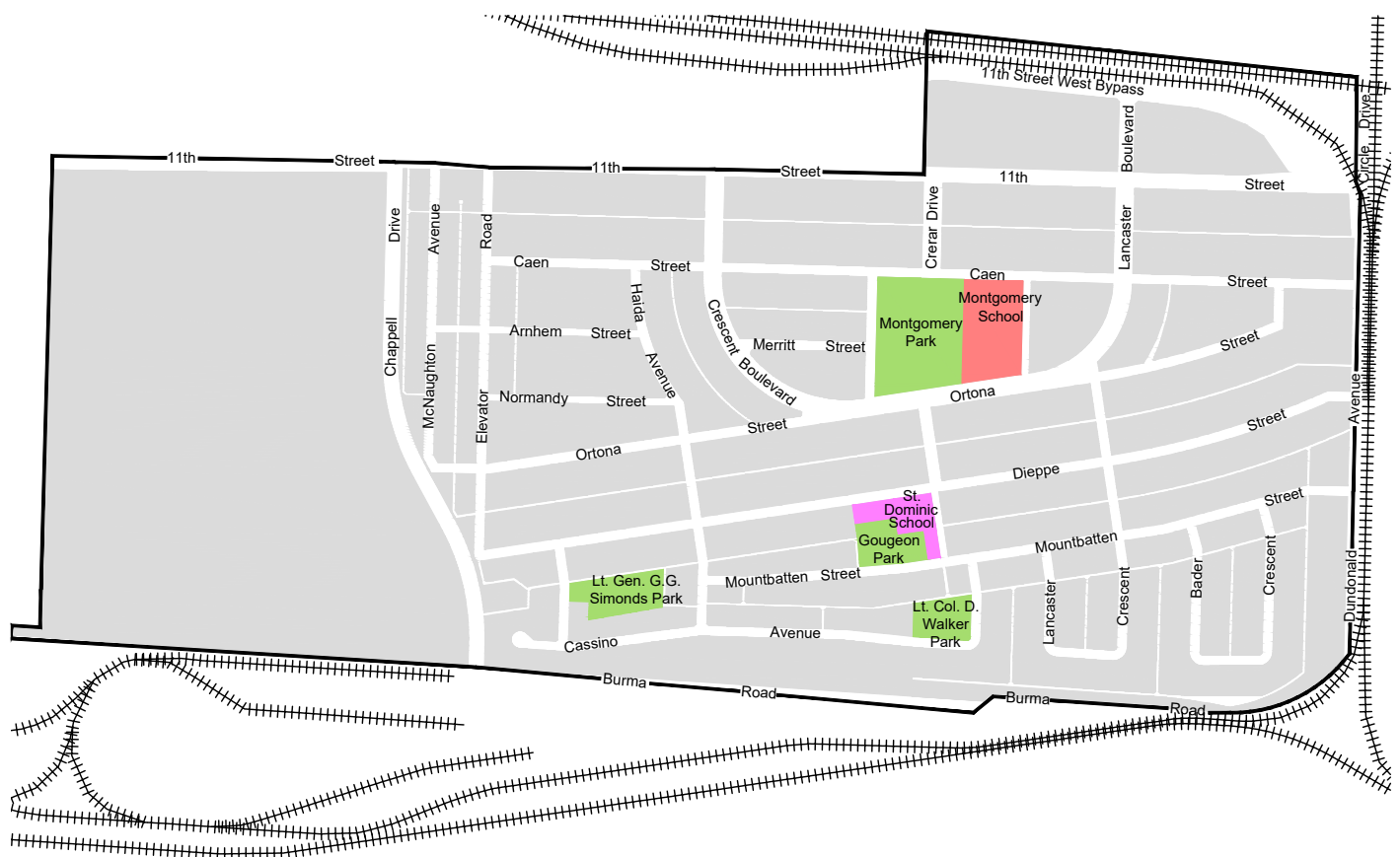
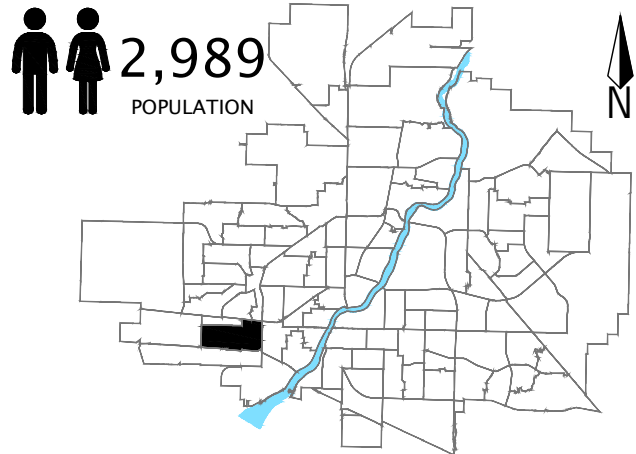
The following table shows the prioritization of Neighbourhood Safety recommendations (with 1 being highest priority):

<b>Recommendation</b>	<b>Priority</b>
RECOMMENDATION 8.1 – TREE TRIMMING – GOUGEON PARK	5
RECOMMENDATION 8.2 – VEHICULAR TRAFFIC – LT. COL. D. WALKER PARK	2
RECOMMENDATION 8.3 – BACK LANE MAINTENANCE – LT. COL. D. WALKER PARK	5
RECOMMENDATION 8.4 – TREE TRIMMING – LT. GENERAL GG SIMONDS PARK	5
RECOMMENDATION 8.5 – STREET LIGHT TREE TRIMMING – ELEVATOR ROAD & MCNAUGHTON ROAD BETWEEN 11TH STREET WEST AND ARNHEN STREET	4
RECOMMENDATION 8.6 – MCNAUGHTON BACK LANE VEGETATION MAINTENANCE	4
RECOMMENDATION 8.7 – MOBILE HOME PARK	1
RECOMMENDATION 8.8 – SAFER COMMUNITIES AND NEIGHBOURHOODS (SCAN) INFORMATION	4
RECOMMENDATION 8.9 – CN CURLING CLUB SITE	3
RECOMMENDATION 8.10 – NEIGHBOURHOOD SAFETY INFORMATION	3
RECOMMENDATION 8.11 – DUNDONALD AVENUE GATE AT MOUNTBATTEN STREET	2
RECOMMENDATION 8.12 – DUNDONALD AVENUE MONITORING	3
RECOMMENDATION 8.13 – GRAFFITI VANDALISM INFORMATION	4

# APPENDIX 1 Montgomery Place

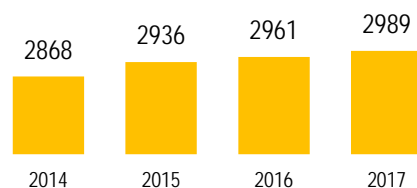
## Community Quick Facts

Homeownership	97.2%
Average Sale Price	\$402,424
Median Personal Income	\$46,020
Household Size	2.8
Municipal Ward	2



# MONTGOMERY PLACE

## POPULATION



Source: eHealth Saskatchewan, 2017

## Age Group



Source: eHealth Saskatchewan, 2017

## Ethnic Diversity

* Higher number indicates greater diversity	<b>2011</b>
Montgomery Place	0.17
Saskatoon	0.61

Source: 2011 National Household Survey

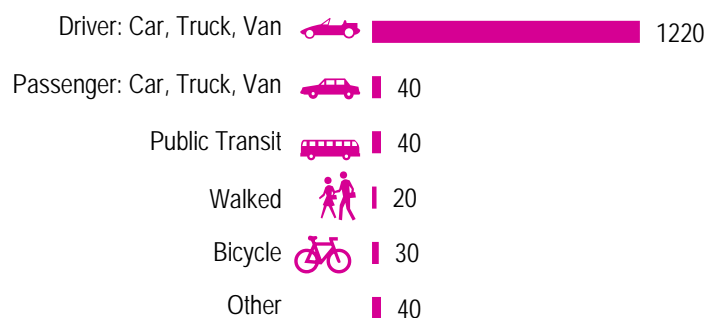
## Mother Tongue

<b>Top Languages</b>	<b>2011</b>
English	2260
Ukrainian	65
French	25
German	25
Spanish	25

Source: 2011 Census

## Mode of Travel to Work

**2011**



Source: 2011 National Household Survey

## Registered Vehicles

	<b>2015</b>	<b>2016</b>
Total (LV & PV)	2791	2464
LV - light vehicles (commercial & private)		
PV - private passenger vehicle		
Per Person	1.0	0.8
Saskatoon Per Person	0.8	0.7

Source: SGI

## Education Level

**2011**

No Certificate/diploma/degree	340
High school certificate or equivalent	555
Apprentice/trades certificate/diploma	340
College/CEGEP/non-university cert./dipl.	330
University diploma or degree	570

Source: 2011 National Household Survey

## Postsecondary Enrolment

	<b>2014</b>	<b>2015</b>	<b>2016</b>
Saskatchewan Polytechnic	42	51	43
University of Saskatchewan	106	96	87

Source: Saskatchewan Polytechnic Administrative Office and University of Saskatchewan Registrar's Office

## Enrolment by School

	<b>2014</b>	<b>2015</b>	<b>2016</b>
P- Saskatoon Public School			
S - Greater Saskatoon Catholic Schools			
Montgomery School (p)	265	261	275
St. Dominic School (s)	165	166	157

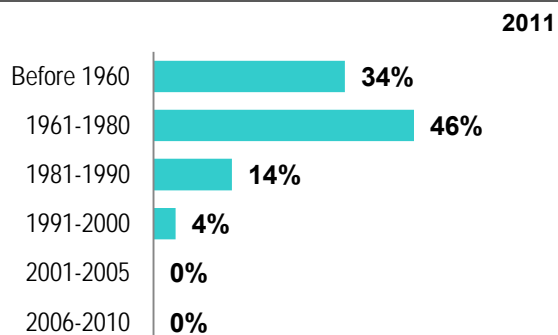
Source: Saskatoon Public School Division & Greater Saskatoon Catholic Schools

## Household Structure

	2011
One-family households	695
Multiple-family households	15
Non-family households	140
Total lone-parent families	91
Total households	900
Household size	2.8

Source: 2011 Census

## Age of Dwelling



Source: 2011 National Household Survey

## Housing Affordability

2016	Median Multiple
Saskatoon	4.32
Montgomery Place	5.19

Note: Median Multiple of 3.0 & under is rated as "affordable"

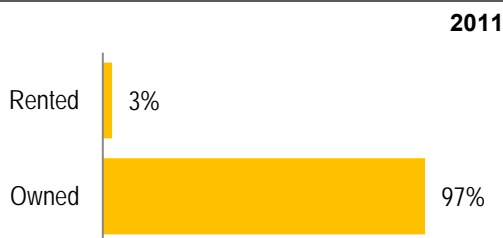
Source: City of Saskatoon, Assessment & Taxation and RBC Economics Research

## Housing Costs

	2011
Average Owner's Major Payments	\$1,039
Average Gross Rent	\$1,337

Source: 2011 National Household Survey

## Housing by Tenure



Source: 2011 National Household Survey

## Dwelling Unit Count



Total Dwellings	1143	
Neighbourhood Area	253.6 hectares	626.6 acres
Dwelling Units per Area	4.5 per hectare	1.8 per acre

Source: City of Saskatoon, Planning & Development

## Real Estate Sales

2016	No. of Sales	Average Price
Condo Townhouse	0	\$ -
High Rise Apt Condo	0	\$ -
Low Rise Apt Condo	0	\$ -
Semi-detached	1	\$ 485,000
Semi-detached - two titles	0	\$ -
Single Family Dwelling	28	\$ 399,475

Source: City of Saskatoon, Assessment & Taxation

## Park Space

2016	Hectares	Acres
Total Park Area	6.2	15.3
Population per Park Area	483.7	195.8

Source: City of Saskatoon, Planning & Development

Park Type: N - Neighbourhood D - District MD - Multi-district  
SU- Special Use I - Industrial

Gougeon	N	0.9	2.3
Lt Colonel D Walker	N	0.8	1.9
Lt General GG Simonds	N	1.1	2.8
Montgomery	N	3.4	8.3

# MONTGOMERY PLACE

## Voter Turn-out (%)

Civic	2003	59%
Civic	2006	44%
Federal	2006	63%
Provincial	2007	75%
Federal	2008	60%
Civic	2009	36%
Federal	2011	62%
Provincial	2011	62%
Federal	2015	80%
Provincial	2016	47%
Civic	2016	46%

Source: City of Saskatoon, City Clerk's office; Province of Saskatchewan, Chief Electoral Officer; and Elections Canada

## Licensed Home-Based Businesses

	2015	2016
Saskatoon	4483	4524
Montgomery Place	94	94

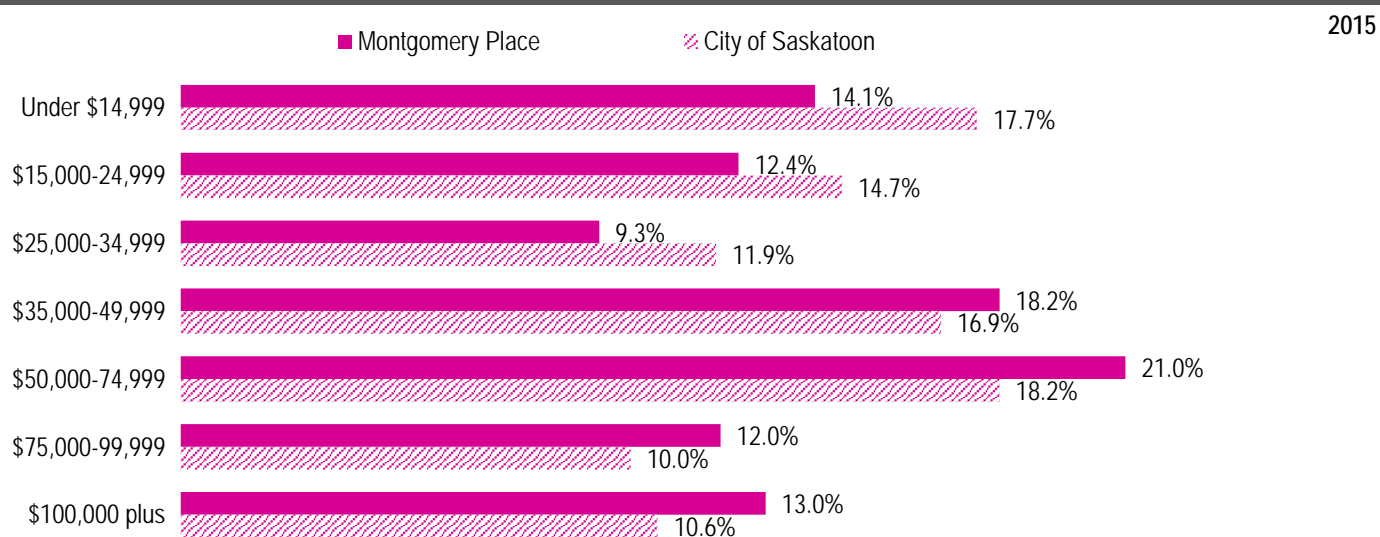
Source: City of Saskatoon, Business License Program

## Labour Force

	2015	
	Montgomery Place	Saskatoon
Labour Force Participation Rate	77.2%	72.8%
Economic Dependency Ratio	11.0%	13.4%
Median Total Income (personal)	\$46,020	\$39,760
Provincial Index of Median Income (base=100)	122.00	105.40
Canadian Index of Median Income (base=100)	135.70	117.20

Source: Statistics Canada, Income Statistics Division, T1 Family File (T1FF) based on the final tax file, 2015

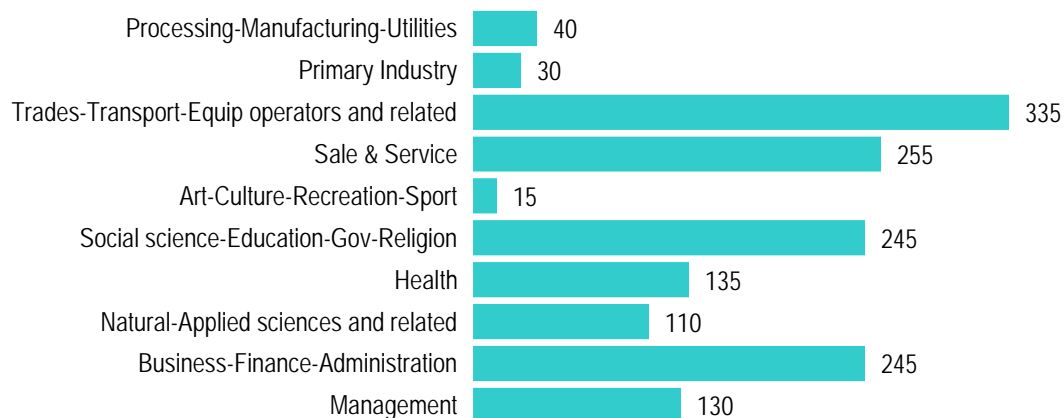
## Personal Income



Source: Statistics Canada, Income Statistics Division, T1 Family File (T1FF) based on the final tax file, 2015

## Major Occupation

2011



Source: 2011 National Household Survey

# Safe Growth / Crime Prevention Through Environmental Design Summary

## 1. CPTED Definition

Crime Prevention Through Environmental Design (CPTED) emphasizes the relationship between the immediate physical environment and the social behaviour related to crime. It is an inclusive, collaborative, and interdisciplinary approach to reducing opportunities for crime, improving perceptions of safety, and strengthening community bonds. CPTED principles stem from the observed phenomenon that certain “cues” in the physical environment can prompt undesirable, or crime-related behaviours, as well as perceptions of being safe or unsafe.

CPTED practitioners utilize design, activity, and community involvement to reduced opportunities for crime and reduce users’ fear of crime. CPTED strategies are usually developed jointly by an interdisciplinary team that ensures a balanced approach to problem solving that includes the community in all aspects of the process.

## 2. CPTED Principles

CPTED principles are contained with the City of Saskatoon *Official Community Plan*. Section 3.1.1.3 defines them as:

- *Natural Surveillance* – Natural Surveillance is the concept of putting eyes on the street and making a place unattractive for potential illegitimate behavior. Street design, landscaping, lighting and site and neighbourhood design all influence the potential for natural surveillance.
- *Access Control* – Access Control is controlling who goes in and out of a neighbourhood, park, or building. Access control includes creating a sense of ownership for legitimate users by focusing on formal and informal entry and exit points.
- *Image* – Image is the appearance of a place and how this is instrumental in creating a sense of place or territory for legitimate users of the space. A place that does not appear to be maintained or cared for may indicate to criminals that the place will not be defended and criminal activity in the area will be tolerated.
- *Territoriality* – Territoriality is the concept of creating and fostering places that are adopted by the legitimate users of the space. These legitimate users take ownership of the space, which makes it more difficult for people who do not belong to engage in criminal or nuisance behavior at that location.

- *Conflicting User* – Conflicting User Groups refers to instances where different user groups may conflict. Careful consideration of compatible land uses and activities can minimize potential conflicts between groups.
- *Activity Support* – Activity Support is the concept of filling an area with legitimate users, by facilitating or directly scheduling activities or events, so potential offenders cannot offend with impunity. Places and facilities that are underused can become locations with the potential for criminal activity.
- *Crime Generators* – Crime Generators are activity nodes that may generate crime. The location of some land uses is critical to ensuring an activity does not increase the opportunities for crime to occur or reduce users' and residents' perceptions of their safety in the area.
- *Land Use Mix* – Land Use Mix is the concept that diversity in land uses can be a contributor or detractor for crime opportunities. Separating land uses from each other can create places that are unused during certain times of the day.
- *Movement Predictors* – Movement Predictors force people, especially pedestrians and cyclists, along a particular route or path, without providing obvious alternative escape routes or strategies for safety. Potential attackers can predict where persons will end up once they are on a certain path.
- *Displacement* – Displacement can be positive or negative so it is critical to understand how crime may move in time or space and what the impact may be. In general, the displacement that must be considered is: i) Negative displacement - crime movement makes things worse; ii) Diffusion of benefits - displacement can reduce the overall number of crimes more widely than expected; and iii) Positive displacement - opportunities for crime are intentionally displaced which minimizes the impact of the crime.
- *Cohesion* – Cohesion is the supportive relationships and interactions between all users of a place to support and maintain a sense of safety. Though not a specific urban design function, design can enhance the opportunity for positive social cohesion by providing physical places where this can occur, such as activity rooms, park gazebos, or multi-purpose rooms in schools and community centres. In some cases, property owners or building managers can provide opportunities for social programming. This increases the ability of local residents or users of a space to positively address issues that arise.

- *Connectivity* – Connectivity refers to the social and physical interactions and relationships external to the site itself. It recognizes that any given place should not operate in isolation from surrounding neighbourhoods and/or areas. Features such as walkways and roadways connecting a particular land use to the surrounding neighbourhoods and/or areas can accomplish this. Features such as centrally located community centres or program offices can also encourage activities to enhance this.
- *Capacity* – Capacity is the ability for any given space or neighbourhood to support its intended use. For example, excessive quantities of similar land uses in too small an area, such as abandoned buildings or bars, can create opportunities for crime. When a place is functioning either over or under capacity, it can be detrimental to neighbourhood safety.
- *Culture* – Culture is the overall makeup and expression of the users of a place. Also known as placemaking, it involves artistic, musical, sports, or other local cultural events to bring people together in time and purpose. Physical designs that can encourage this include public multi-purpose facilities, sports facilities, and areas that local artists and musicians might use. Community memorials, public murals, and other cultural features also enhance this. These features create a unique context of the environment and help determine the design principles and policies that best support the well-being of all user groups and contribute to their cohesiveness.

CPTED principles are generally considered and used in combination with one another. However, for any CPTED strategy to be successful, the nature of the crime or safety-related issue must be carefully and accurately defined. It is important to understand the context within which crime occurs in an area to be able to implement appropriate solutions.

### **3. Risk Assessments**

Risk Assessments combine field research and analytical methods with the practical experience of crime prevention practitioners and the perception of community members. In a Risk Assessment, a wide variety of data is collected and considered to allow for an accurate portrayal of issues. This in turn allows for a much more effective solution or action plan to be developed. A Risk Assessment is critical to the success of a CPTED strategy because in addition to “obvious” problems, there are often underlying problems that need to be identified and addressed.

Data collection of crime statistics, resident surveys, user surveys and population demographics are all part of the quantitative picture. This information aids in understanding the context around the issues and the opportunities for crime. The qualitative part of the picture deals with perceptions that people have about their safety. Safety audits, perception and intercept surveys (of actual users) and site inspections all add to the understanding of what environmental cues the area presenting and how these affect people's feelings of safety. Without this larger picture, the appropriate solutions to a problem may not all be identified.

This Local Area Plan includes a compilation of all data collected, both qualitative and quantitative. The information sets the stage and guides safety recommendations.

#### **4. Safety Audits**

A safety audit is a process that allows the regular users of an area to identify places that make them feel safe and unsafe. Area residents are considered the local experts as they are most familiar with the area and what happens on a daily basis. The goal of a safety audit is to identify safety concerns in order to improve an environment. Depending on the circumstances, residents, local business and municipal government may work together to find solutions to safety problems by using the audit results as *one* tool in the overall Risk Assessment of the area. A safety audit is a highly flexible process and can be easily adapted to meet community needs. In Saskatoon, safety audits based on CPTED principles have been applied in a number of settings including parks, streets and buildings.

## APPENDIX 3

MONTGOMERY Local Area Plan (LAP) Neighbourhood Safety Action Plan April 2016 COMPLETED -		Revised: 2016 August 2
Area		
General	LAP Committee's Perceived Issues	Understanding Safe Growth and Crime Prevention Through Environmental Design (CPTED) principles
	Action	CPTED Workshop
	Who	All residents
	Date	Thurs, July 14  6:30 – 9:30pm St. David's Trinity United Church 3318 Merrit St
	Comments	Training on Crime Prevention Through Environmental Design (CPTED) to the subcommittee. The training will teach participants the principles of CPTED and help them learn to apply them.
Selected areas in the neighbourhood.	LAP Committee's Perceived Issues	General issues and concerns in the neighbourhood parks.
	Action	Neighbour to Neighbour Survey  Residents around safety audit areas

**Area**

	<b>Who</b>	<p>Community Members to distribute and collect</p> <p>Residents adjacent to:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Montgomery Park</li> <li><input type="checkbox"/> Lt Colonel D Walker Park</li> <li><input type="checkbox"/> Lt General GG Simonds Park</li> <li><input type="checkbox"/> St Dominic/ Gougeon Park</li> <li><input type="checkbox"/> McNaughton Ave &amp; Elevator Rd area</li> </ul>
	<b>Date</b>	<p>Wed, June 29</p> <p>All Neighbour to Neighbour Survey packages delivered to community members for execution.</p>
	<b>Comments</b>	<p>Survey of residents in adjacent area will provide additional information and get more people involved. Will help residents decide if multiple Safety Audits of parks are warranted.</p> <p>Summarize Neighbour Surveys for use in Safety Audit process and to aid decision making on potential recommendations.</p>

**Area**

<b>Montgomery Park</b>	<b>LAP Committee's Perceived Issues</b>	<p>Creating safer park spaces – daytime &amp; night time</p> <ul style="list-style-type: none"> <li>▪ Trees create extreme darkness</li> <li>▪ No lighting</li> <li>▪ Vehicles driving through the park</li> <li>▪ Vandalism and drug activity in evenings</li> <li>▪ Urinating and drug activity at paddling pool</li> </ul>
	<b>Action</b>	Montgomery Park Safety Audit
	<b>Who</b>	All
	<b>Date</b>	<p>Tues July 19</p> <p>7:30 – 11 pm</p>
	<b>Comments</b>	<p>The safety audit will identify specific safety concerns, opportunities for crime to occur and residents' perception of safety.</p> <p>Quick tour around Montgomery Park in light and dark.</p>

**Area**

<b>St Dominic and Gougeon Park</b>	<b>LAP Committee's Perceived Issues</b>	<p>Creating safer park spaces – daytime &amp; night time</p> <ul style="list-style-type: none"> <li>▪ Dark</li> <li>▪ Feels unsafe</li> </ul> <p>Very few issues here</p>
	<b>Action</b>	St. Dominic School grounds & Gougeon Park Safety Audit
	<b>Who</b>	All
	<b>Date</b>	<p>Thurs, July 21</p> <p>8 – 10 pm</p>
	<b>Comments</b>	Quick tour around St Dominic/Gougeon Park in light and dark.
<b>Lt. Colonel D Walker Park</b>	<b>LAP Committee's Perceived Issues</b>	<p>Creating safer park spaces – daytime &amp; night time</p> <ul style="list-style-type: none"> <li>▪ Low perceptions of safety</li> </ul> <p>Possible drug activity in parking lot</p>
	<b>Action</b>	Walker Park Safety Audit
	<b>Who</b>	All
	<b>Date</b>	<p>Tues, July 26</p> <p>8 – 10 pm</p>

**Area**

	<b>Comments</b>	Quick tour around Lt. Colonel D Walker Park in light and dark.
<b>Lt General GG Simonds Park</b>	<b>LAP Committee's Perceived Issues</b>	<p>Creating safer park spaces – daytime &amp; night time</p> <ul style="list-style-type: none"> <li>▪ Closed in</li> <li>▪ Poor visibility</li> </ul> <p>Very few issues here</p>
	<b>Action</b>	GG Simonds Park Safety Audit
	<b>Who</b>	All
	<b>Date</b>	<p>Thurs, July 28</p> <p>8 – 10 pm</p>
	<b>Comments</b>	Quick tour around Lt General GG Simonds Park in light and dark.
<b>Greg's Grocery Store and 1200 blocks of McNaughton Ave &amp; Elevator Rd</b>	<b>LAP Committee's Perceived Issues</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Perception of drug dealing</li> <li><input type="checkbox"/> Perception of many break and enters</li> </ul> <p>Improving the perceptions of safety and criminal activity around convenience store and area of 1200 blocks</p>
	<b>Action</b>	McNaughton Ave & Elevator Rd Safety Audit

**Area**

	<b>Who</b>	All
	<b>Date</b>	Tues, Aug 2 8 – 10 pm
	<b>Comments</b>	The safety audit will identify specific safety concerns, opportunities for crime to occur and residents' perception of their safety
<b>Various areas in the neighbourhood</b>	<b>LAP Committee's Perceived Issues</b>	Residential break & enters throughout the neighbourhood <input type="checkbox"/> There are areas in the neighbourhood that are perceived to be high incident areas,. <input type="checkbox"/> Community believes that many community members are not reporting. Why?
	<b>Action</b>	Neighbour to Neighbour Survey or Victimization Survey  Public awareness Safe at Home booklet  Porch Light initiative
	<b>Who</b>	Community  Neighbourhood Planning
	<b>Date</b>	In completed report.

**Area**

	<b>Comments</b>	<p>Crime stats do not support this.</p> <p>There are a high number of thefts that should be addressed. B&amp;Es have been relatively stable over the past 5 years, although B&amp;E Other is rising</p> <p>Address perceptions with education and tools for residents. Focus on Prevention with Safe at Home booklet.</p>
<b>New Development s in north part of Neighbourho od.</b>	<b>LAP Committee's Perceived Issues</b>	Lack of involvement by renters/manager/owners of rental units in LAP process
	<b>Action</b>	Specific efforts to include this group in the process
	<b>Who</b>	Community
	<b>Date</b>	In completed report
	<b>Comments</b>	<p>The community mentioned many issues regarding rental in the neighbourhood. Engagement and working to involve renters in community events could help create a sense of ownership and place in the community.</p> <p>Add recommendation to report.</p>
<b>Burma Road Area</b>	<b>LAP Committee's Perceived Issues</b>	<p>The sex trade along Burma Road</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Negatively affects residents</li> <li><input type="checkbox"/> Prostitution potentially leads to other criminal activity</li> <li><input type="checkbox"/> Brings scary elements to the area</li> </ul>
	<b>Action</b>	Work with Police Service

**Area**

	<b>Who</b>	Internal Police Services
	<b>Date</b>	Summer Report Completion
	<b>Comments</b>	Add recommendation to report
<b>The periphery of the neighbourhood, most notably along Dundonald Ave</b>	<b>LAP Committee's Perceived Issues</b>	Illegal drug use, illegal drug trafficking and sex trade at periphery of the neighbourhood, most notably along Dundonald Ave <input type="checkbox"/> Negatively affects residents <input type="checkbox"/> Prostitution potentially leads to other criminal activity <input type="checkbox"/> Brings scary elements to the area
	<b>Action</b>	Work with Police Service
	<b>Who</b>	Internal  Police Services and/or SCAN
	<b>Date</b>	Summer  Report Completion
	<b>Comments</b>	Drug trafficking and sex trade did not rate high on survey as either greatest safety-related issue or high concern. Drug trafficking and illegal use of drugs rated high in how likely respondents felt these safety related issues would occur.

**Area**

<b>Montgomery Place Nghd</b>	<b>LAP Committee's Perceived Issues</b>	<input type="checkbox"/> Crime statistics did not always match the local knowledge of crimes going on in the area. <input type="checkbox"/> Not all crimes are reported. <input type="checkbox"/> How do we capture what is not reported?
	<b>Action</b>	<b>Proposed Victimization Survey</b>
	<b>Who</b>	<b>Community lead</b>  <b>LAP to draft survey</b>  <b>Hire consultant &amp; collate</b>
	<b>Date</b>	<b>Potentially August or September</b>
	<b>Comments</b>	<b>DID NOT MOVE FORWARD</b> <b>Cost is prohibitive</b>

Selected excerpts from the original Action Plan tabled with residents June 23, 2016.

Planning, Development and Community Services

Dear: Chairman and committee members,

Re: Report for Montgomery Place Local Area Plan

On behalf of Montgomery Place residents, I would like to thank you for considering this report. We appreciate being involved in this process.

We are confident that this Local Area Plan and the recommended action plan, will lead to a better understanding of the needs of the community and good working relationship with all city departments.

I would like to thank the city planners Melissa Austin, Keith Folkersen, Mark Emmons and Paul Whitenect for their hard work on the Local Area Plan for our neighbourhood – they were thoughtful, professional and open to our ideas and concerns –always willing to listen.

We look forward to working with city administration over the following years with the implementation of recommendations from the report.

Thank you

Yours truly,

Barb Biddle, President of Montgomery Place Community Association



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

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### **Inquiry – Landscaping after Home Construction**

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

That the information be received.

#### **History**

At the November 5, 2018 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services Department, dated November 5, 2018 was considered.

#### **Attachment**

November 5, 2018 report of the General Manager, Community Services Department

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## **Inquiry - Landscaping after Home Construction**

### **Recommendation**

That the report of the General Manager, Community Services Department, dated November 5, 2018, be received as information.

### **Topic and Purpose**

This report is provided in response to a Notice of Motion dated April 24, 2017, regarding options to ensure the completion of front yard landscaping for one-unit, two-unit, and semi-detached dwellings in all Saskatoon neighbourhoods.

### **Report Highlights**

1. City of Saskatoon (City) Bylaw No. 8770, Zoning Bylaw, includes landscaping requirements for most land uses, though one-unit, two-unit, and semi-detached dwellings are exempt.
2. Based on a recent analysis, the Hampton Village, Stonebridge, and Willowgrove neighbourhoods include 230, 236, and 24 one-unit dwelling sites, respectively, where front yard landscaping has not been completed.
3. The majority of local developers currently offer incentives to facilitate the completion of front yard landscaping within a timely manner in new growth areas.
4. A review of practices utilized by other Canadian municipalities indicates that most do not include regulations for landscaping for low-density forms of residential development.
5. A number of options to ensure or encourage the timely completion of front yard landscaping for low-density residential development forms and to proactively mitigate property maintenance issues are outlined.

### **Strategic Goals**

This report supports the City's Strategic Goals of a Culture of Continuous Improvement and Quality of Life. The Administration has reviewed several options to regulate front yard landscaping for low-density forms of residential development with the objective of facilitating landscaping completion within a timely manner to improve the general amenity of a neighbourhood.

### **Background**

At the April 24, 2017 City Council meeting, the following Notice of Motion from Councillor Jeffries was approved:

"That Administration report back with options to ensure that landscaping is completed in front yards in Saskatoon, including areas outside of Saskatoon Land neighbourhoods."

This report is submitted in response.

### Report

#### Regulatory Framework

Bylaw No. 8770, The Zoning Bylaw, includes landscaping requirements for commercial, industrial, institutional, and medium- to high-density residential uses; however, low-density forms of residential development (one-unit, two-unit, and semi-detached dwellings) are not regulated.

For land uses that require landscaping, the Zoning Bylaw establishes landscaping standards that include acceptable forms of ground cover, a defined numbers of trees and shrubs based on site dimensions, and completion time frames based on site or building occupancy.

Other bylaws, including Bylaw No. 8175, The Property Maintenance and Nuisance Abatement Bylaw, 2003, and Bylaw No. 9455, The Building Bylaw, 2017, include provisions that address yard maintenance and unsightliness due to waste and construction materials, though neither specify requirements for landscaping completion.

Front driveway width and size is an item that also closely relates to front yard landscaping. Bylaw No. 4785, Sidewalks – Private Crossings Over (Private Crossing Bylaw), includes provisions on maximum driveway size for the portion of the driveway that extends to the city boulevard. The Private Crossing Bylaw generally restricts maximum crossing size in residential areas to 20 feet. The Administration has a review and permitting process for all driveways where curb alterations are required. Neighbourhood areas with vertical or straight-faced curbing require a Crossing Permit, whereas areas with rolled curbing do not. In new suburban growth areas, vertical curbing is generally only used in residential areas where lots are designed to accommodate detached garages with rear lane access.

The majority of single-family lots in suburban growth areas that are intended to accommodate front-loading attached garages feature rolled curbs and, as a result, are not subject to Administration's crossing review process. However, as no review or permitting process exists in the majority of cases, the Administration acknowledges that there are many sites that exceed the allowable crossing size. This results in properties where a significant portion of the front yard is comprised of asphalt and/or concrete.

#### New Neighbourhood Analysis of Landscape Completion

In December 2016, the Saskatoon Land Division conducted inspections in several new growth areas, including the Hampton Village, Stonebridge, and Willowgrove neighbourhoods to quantify the number of single-family lots where landscaping was not complete. The Administration also completed a follow-up survey in June 2018 on the same suburban growth areas. Vacant lots and sites actively under construction were omitted from the totals. The results are identified in Table 1.

Table 1 – One-Unit Dwelling Sites without Completed Front Yard Landscaping

<b>Neighbourhood (Total Number of Sites)</b>	<b>Inspection Year</b>	
	<b>2016</b>	<b>2018</b>
Hampton Village (1,851)	330	230
Stonebridge (2,655)	427	236
Willowgrove (1,763)	24	24

The Hampton Village and Stonebridge neighbourhoods were not at full build-out and included significant construction activity during the time frames that the surveys were conducted. In this respect, it is difficult to define the extent of the issue in all three neighbourhoods. Willowgrove is arguably the neighbourhood that best captures an accurate rate of landscaping completion within a new growth area as it neared full build out in 2013/2014 and would have the highest degree of sustained occupancy. In Willowgrove, the figures in Table 1 indicate that 98.6% of residential sites are landscaped, though it may take a few years from the completion of home construction and subsequent occupancy.

### Review of Common Practices

The Administration undertook a review of common practices utilized by other Canadian municipalities to regulate the completion of front yard landscaping within prescribed time frames. A summary of this review is provided in Attachment 1.

Of the municipalities reviewed, the City of Edmonton has the most comprehensive process and requires the submission of a landscaping plan, as well as a review and inspection of completed landscaping. In Edmonton, the landscaping component is part of the building permit process, and landscaping completion is the responsibility of the building permit applicant. A letter of credit may be required at the building permit stage as a means of security to ensure landscaping completion.

The City of Calgary includes regulations for front yard landscaping for lower-density residential development forms, though this is limited to areas of the city that are viewed as being culturally or architecturally significant.

Of the cities reviewed, most do not establish landscaping requirements for low-density residential properties.

### Landscaping and the Local Development Industry

Currently, most local land developers in the City offer incentives to encourage early completion of front yard landscaping. Early completion of landscaping adds value to the neighbourhood as a whole and helps to market a neighbourhood's future lot releases. A summary of current developer incentives related to landscaping are as follows:

- Dream Development – currently offers lot purchasers in the Brighton neighbourhood a basic front yard landscaping package at no charge, with upgrades available for a fee.
- Arbutus Properties– currently completes front yard landscaping for all lot purchasers within its development area in the Rosewood neighbourhood.
- Saskatoon Land Division – implemented a rebate program in 2016 to encourage front yard landscaping within a timely manner for lots purchased within its development areas.
- Boychuk Homes – offers financial incentives to complete front yard landscaping in select neighbourhood areas that feature a high degree of visibility.

As the local land development industry has largely moved toward an incentive-based landscaping model, it is anticipated that the number of properties where landscaping has not been completed in developing neighbourhoods will be minimal. Current developer initiatives do not resolve landscaping issues in neighbourhoods that were developed prior to the offering of current developer initiatives. However, additional provisions or regulations for landscaping would arguably not apply to these existing sites.

### Options

The Administration has identified a number of options to encourage the completion of front yard landscaping with new developments. The financial implications for each option are addressed in the Financial Implications section of this report.

a) Implementation of Landscaping Requirements within the Zoning Bylaw

The Zoning Bylaw includes landscaping requirements which arguably could be extended to include landscaping requirements for low-density forms of residential development. Amendments to the Zoning Bylaw would be required to outline landscaping standards for low-density residential development, this may include adopting a building permitting process similar to that utilized in Edmonton where landscaping is part of the overall proposal

It is noted that the implementation of new landscaping regulations would apply to one-unit, two-unit, and semi-detached dwelling sites on a city-wide basis. However, the administration of such provisions would only apply to new home construction, occurring after policy implementation.

The landscaping regulations in the Zoning Bylaw are administered by the Planning and Development Division, which has identified a number of considerations related to the implementation of landscaping requirements within the Zoning Bylaw as outlined below:

- Any change to an approved landscaping plan would require additional plan review; landscaping details are elements that frequently change.
- The implementation of landscaping requirements would render a high number of properties in the City as non-conforming.
- Between 2013 and 2017, the City issued an average of 1,281 Building Permits for new one-unit and two-unit dwellings per year. During this same period, the City issued an average of 150 Building Permits per year for new industrial, commercial, and high-density residential developments; these developments require landscaping review. The inclusion of a plan review and inspection

process will require additional staffing resources to meet service level expectations.

- In general, the wide variety of lot types that exist in the city, including pie-shaped lots, reverse-pie lots, and narrow lots, make the efficient and practical regulation of landscaping difficult (e.g. identifying an appropriate standardized set of landscape requirements).

Concerns have also been identified in relation to the inability to effectively enforce potential landscaping standards particularly in cases where homeowners may not be able to complete landscaping due to cost. Potential means of enforcement, including monetary penalization, would do little to achieve compliance if cost is already an issue.

Consultation was undertaken with the Saskatoon and Region Home Builders' Association and the local development industry with a specific focus on potential bylaw provisions to regulate landscaping for low-density residential development forms. In general, this concept was not supported by the industry. Further detail on this consultation is provided in Attachment 2.

### b) Focused Property Maintenance Enforcement Efforts

The Property Maintenance and Nuisance Bylaw, 2003, establishes requirements related to ensuring buildings and sites are properly maintained. Presently, property maintenance investigations primarily occur through a complaint-driven process and may address items such as overgrown grass and weeds.

Through the implementation of a pilot program, a dedicated inspector could be assigned to property investigations in new growth areas with a mandate to proactively investigate bylaw contraventions, rather than relying on property complaints to initiate investigation (additional resources would be required).

This option does not ensure front yard landscaping completion, though it does serve to improve the overall amenity of a neighbourhood.

### c) Achieving Landscaping Completion through Public/Industry Education

"Good Neighbour Guides" are an educational approach used by municipalities that provide the public with information on responsibilities within their neighborhoods. The guides provide information to address commonly occurring issues, including details on landscaping, with a focus on public education rather than enforcement. Staff in the Community Standards Division are currently working to compile a Good Neighbour

Guide for Saskatoon, and information about property maintenance and landscaping will be included in this guide.

The Administration could develop guidelines/educational information with the objective of facilitating landscaping completion, which includes the following information:

- proper landscape species selection in consideration of local climate;
- best practices for conventional forms of soft landscaping and xeriscaping; and
- information of relevant civic initiatives, including the Community Tree Planting Program, Driveway Crossing Standards, and information on composting and sustainable lawn care practices.

It is noted that the development of a detailed educational document that focuses on appropriate lot grading and stormwater management practices has been proposed as part of the Administration's drainage regulation review. Inclusion of the landscaping component within this document closely aligns with this initiative.

The Administration could partner with the Saskatoon and Region Home Builders' Association and the local development industry to assist in the distribution of this information. Additionally, this information would also be made available as a print and website resource. Print resources could be distributed via targeted mail-outs to neighbourhoods that have a high number of properties where landscaping has not been completed.

d) **Status Quo**

The Administration could retain the "status quo" approach in which new neighbourhood landscaping is driven by developer-based incentives, with property maintenance investigations undertaken on a complaint-driven basis.

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

Stakeholder involvement has occurred with the Saskatoon and Region Home Builders' Association and the local development industry. Input received from these stakeholders has been included in Attachment 2.

### **Communication Plan**

Communication and engagement will continue with the Saskatoon and Region Home Builders' Association and development community once a preferred option has been selected. The Good Neighbour Guide, in both print and digital formats, will be a key tool in educating the public on best practices and supports available, and a promotional and

distribution plan will be developed to ensure this information reaches the impacted areas.

### **Financial Implications**

The projected financial implications for each option are outlined below:

a) **Implementation of Landscaping Requirements within the Zoning Bylaw**

Implementation and administration of landscaping requirements for low-density forms of residential development would require a minimum of 2.0 full time equivalents (FTE) at an estimated operating cost of \$170,000 per year.

Additional FTEs may also be required in the event that a review and inspection process for driveway crossings in areas with rolled curbs is desired.

The Administration notes that a cost-recovery method could be explored to recoup a portion of these costs through the addition of a landscaping application fee or increases to the Building Permit fee structure.

b) **Focused Property Maintenance Enforcement Efforts**

Estimated operating costs for the dedication of 1.0 FTE assigned solely to proactively investigating property maintenance concerns in new growth areas are estimated at \$85,000.

c) **Achieving Landscaping Completion through Public/Industry Education**

Production (printing) costs associated with the development of this document could be completed utilizing existing capital funding that has been allocated for the Administration's drainage regulatory review as both of these items significantly overlap. The guide will be compiled and designed in-house.

d) **Status Quo**

No additional costs would be incurred in maintaining the status quo. A collaborative initiative between the Saskatoon Fire Department and the Community Standards Division is underway with a Bylaw Inspector conducting lower-risk property maintenance inspections such as overgrown grass and weeds. Based on recent inspection data, the Administration incurs approximately \$15,000 per year in staff costs related to investigations that focus on grass and weed growth. This figure includes inspector costs only and does not include other staffing charges (e.g., solicitors and dispatch) for other staffing functions that might also participate in the current enforcement process.

**Other Considerations/Implications**

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

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

Project follow-up and/or completion is dependent on City Council direction. In the event that the implementation of landscaping regulations for low-density housing forms within the Zoning Bylaw is desired, a report will be forwarded to the Municipal Planning Commission and then to City Council for a public hearing.

**Public Notice**

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

**Attachments**

1. Review of Common Practices
2. Consultation Summary

**Report Approval**

Written by: Matt Grazier, Bylaw Compliance Manager, Community Standards  
Reviewed by: Jo-Anne Richter, Acting Director of Community Standards  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2018/CS/PDCS – Inquiry – Landscaping after Home Construction/lc

## Review of Common Practices

### 1. Edmonton, AB

- a. Low-density landscaping standards are required on a City-wide basis.
- b. Seeding and sodding of all yards visible from a public roadway is required within 18 months of occupancy.
- c. Minimum tree and shrub required amounts are a function of property site width. For example, single-family lots with a site width less than 10 metres in width require one deciduous tree, one coniferous tree, and four shrubs. Alternative forms of landscaping, including hard decorative pavers, shale, and flower beds may be substituted.
- d. In the case of infill areas, incentives exist to encourage the preservation of existing trees, including crediting the existing trees toward the overall landscaping requirement.
- e. The development officer may require, as a condition of development permit approval, a guaranteed landscaping security from the property owner to ensure that landscaping is provided and maintained for two growing seasons.
- f. Landscaping security includes a cheque or letter of credit equal to 100% of the landscaping cost. Estimated cost is calculated by the owner or owner's representative and is based on the landscape plan. If costs are deemed inadequate, the development officer may establish a higher cost figure.
- g. Cheques are cashed and held by the City without interest payable until the development officer has confirmed that landscaping has been completed and maintained for two growing seasons. Allowances for partial refunds following one growing season are at the discretion of the development officer.
- h. Letters of credit are for a one-year term. The letters of credit are renewed by the owner 30 days prior to expiry and delivered to the development officer until such time as the landscaping has been installed and maintained for two growing seasons. A letter of credit may be amended to a reduced amount at the discretion of the development officer if the required landscaping has been properly installed and it is in healthy condition after one growing season.
- i. Letters of credit are fully released if the landscaping has been well maintained and is in a healthy condition after two growing seasons. Letters of credit shall allow for partial draws by the City if the landscaping is not completed in accordance with the landscape plans following one growing season after completion of development, or the landscaping is not well maintained and in a healthy condition two growing seasons after completion of landscaping.

- j. The City may draw on a cashed security or a letter of credit and the amount thereof shall be paid to the City for its use absolutely. All expenses incurred by the City, to renew or draw upon any letter of credit, shall be reimbursed by the owner to the City by payment of invoice or from the proceeds of the letter of credit.
- k. In the event the owner does not complete the required landscaping, or fails to maintain the landscaping in a healthy condition for the specified periods of time, and the value of the cashed cheque or the proceeds from the letter of credit are insufficient for the City to complete the required work should it elect to do so, then the owner shall pay the deficiency to the City immediately upon being invoiced.
- l. Upon receipt of a written request from the parties involved in the development, an inspection of the finished landscaping is completed by the development officer.

## 2. **Calgary, AB**

- a. Landscaping requirements exist for one- and two-unit dwelling sites only in select contextual “R” zoning districts, which are generally in areas that are deemed culturally or architecturally significant.
- b. Landscaping must be provided on site within 12 months of a Development Completion Permit and be maintained for a minimum of 24 months after issuance of a development completion permit.
- c. Landscaping completion is regulated through the Development Completion Permit approval process. Where the applicant has finished construction or is ready to commence the use, the applicant will contact the City to request a Development Completion Permit inspection. If all site work is complete and consistent with the approved plans, the inspector will issue the Development Completion Permit.

## 3. **Burnaby, BC**

- a. Depending on the zoning district, between 30% to 70% of the total lot area may be covered by impervious materials.
- b. Any part of a lot not used for building, parking, loading facilities, or outdoor recreation, must be landscaped and maintained.
- c. Owners and builders of new single-family houses are required to submit a topographic survey that includes the front yard landscaping component as part of the Building Permit application process.
- d. An occupancy certificate is issued to the owner or builder after the building construction complies with all applicable bylaw (including landscaping requirement).

4. **Victoria, BC**
  - a. Landscaping is required for projects which require a Development Permit and is limited to multi-family, commercial, institutional, and industrial forms of development and, in select cases, low-density sites with less than three dwelling units.
  - b. Landscape security deposits are required for all developments within Development Permit areas that require landscaping as a condition of a Development Permit.
  - c. Landscape deposits are 120% of the landscaping cost and will be collected prior to issuing a Building Permit. A minimum deposit of \$2,000 will be required. Payment can be made by cash or an irrevocable letter of credit from a chartered bank or other major financial institution. Landscape deposits are returned once landscaping is complete.
5. No landscaping requirements exist for single-family homes in Kelowna, BC; Regina, SK; or Winnipeg, MB.

## Consultation Summary

**Saskatoon and Region Home Builders' Association** – The Saskatoon and Region Home Builders' Association was of the view that the current market is evolving quickly to the standard of front yard landscaping requirements already. Current market offerings will resolve many of the concerns in the future.

The Saskatoon and Region Home Builders' Association identified several concerns with respect to potential regulations on front yard landscaping completion, including negative impacts on home affordability, loss of creativity in terms of design and curb appeal, challenges with completion dates due to local climate patterns, and costs to the City of Saskatoon (City) to develop and administer the regulations.

The Saskatoon and Region Home Builders' Association was of the view that more practical solutions exist as opposed to additional zoning regulations, including more focused efforts on addressing weed growth and an educational approach, including the development of a best practice guide for neighbourhoods, focusing on landscaping guidelines.

A copy of Saskatoon and Region Home Builders' Association's letter on this matter has been attached.

**Arbutus Properties** – Arbutus Properties highlighted the importance of completing front yard landscaping within a timely manner as it is an important element in building quality communities in the city.

In its view, mandating the completion of front yard landscaping through the Zoning Bylaw is not the preferred way of addressing the issue. Arbutus Properties generally advocates for less regulation as opposed to more. Arbutus Properties currently includes front yard landscaping in its lot and house sales. Arbutus Properties was in general agreement with the position put forth by the Saskatoon and Region Home Builders' Association and was of the view that education, communication, and enforcement of issues under existing bylaws are approaches the City could consider.

Arbutus Properties was also of the view that the current market is now delivering a product that resolves the issue moving forward, though legacy issues may exist with some of the older neighbourhoods.

**Dream Developments (Dream)** – Dream identified the importance of completing landscaping within a timely manner and noted that it requires its builders to complete driveway surfacing as part of the home sale. Dream also reimburses the cost of front yard landscaping for all new single-family homes. In the Stonebridge neighbourhood, Dream regulated landscaping completion through an architectural guideline approach and noted that it received opposition from residents in working toward compliance. In general, Dream was uncertain as to a preferred approach to address the issue.

**Saskatoon Land Division** – The Saskatoon Land Division questioned the current regulatory framework and the fact that landscaping requirements exist for all land uses, except lower-density forms of residential development. In its view, it is a significant inconsistency within the Zoning Bylaw.

The Saskatoon Land Division noted that, in the future, it may play a role in encouraging builders to complete front yard landscaping as part of their build, as the benefits to the community are numerous. However, it was of the opinion that the Administration should not be counting on the developers to solve its regulatory problem by forcing the requirement on all of their customers.

**Boychuk Homes** – Boychuk Homes expressed concern over a regulatory approach through the Zoning Bylaw, largely highlighting perceived administrative concerns in enforcing and regulating any potential policy. Boychuk Homes is in support of the position offered by the Saskatoon and Region Home Builders' Association.

Boychuk Homes also note that it offers financial incentives for completing front yard landscaping in select areas, often off of collector roadways and major neighbourhood thoroughfares.



September 21, 2018

Matt Grazier,  
Manager, Bylaw Compliance  
Community Services Department  
City of Saskatoon  
Saskatoon, SK  
matt.grazier@saskatoon.ca

**Subject: Landscaping requirements for residential development**

Dear Matt,

We are of the understanding that City Council will be considering mandatory regulations for front yard landscaping on newly built homes in Saskatoon. Like City Council, the Saskatoon & Region Home Builders' Association has heard concerns on occasion related to new homes in new communities that have not been landscaped and the challenge it creates for some neighbours.

On the surface, it may sound reasonable to regulate front yard landscaping, but as you dig deeper, what one discovers is layers of complexity that would need to be addressed to regulate successfully. At the same time as the City of Saskatoon would be considering, researching and creating such a regulation, most community developers have implemented front yard landscaping requirements in their upcoming neighbourhoods. Developments without front yard landscaping requirements are typically in the end stages of development. We believe the market is evolving very quickly to the standard of front yard landscaping requirements already. These market changes for the most part will resolve many of the concerns in the future.

**Yards are new to many >>**

The face of our city has been changing as it welcomes newcomers. It is easy to understand that some of our new citizens are dealing with a lot of new experiences. For those of us who have lived here for a long time, we may take for granted our cultural norms that can take time for newcomers to adapt to. Shoveling our sidewalks, parking our cars, cutting our grass, and watering our trees and shrubs can be all new to someone arriving from places where they have never had a yard. They are only now learning what to do with this green space. For others, a busy lifestyle can create choices for low maintenance yard designs. Some will choose to hire a professional landscaper and landscape architect to design significantly enhanced yards. Others, many first-time home owners, will choose to save a significant amount of money by doing much of the work, if not all, themselves.

If the builder is mandated by the city to deliver this service, other issues such as warranty and irrigation, to name a few, come into play, all of which bring additional margins in place that we know will have an impact on the price of homes, negatively impacting home affordability.



There are significant choices that people should be able to make to enhance their own home's curb appeal. It would be rare to find two identical front yards in Saskatoon and that variety makes a walk through a neighbourhood more interesting. Once the individual choices are taken away from home owners and they are required to reach some sort of minimal standard, we will see a loss of individuality and creativity. A front yard landscaping requirement will ultimately lead to bureaucratic view of what is appropriate and what is not.

#### **Long term health of landscaping is best completed 1 to 2 years after construction >>**

A review of best practices would suggest the best time to landscape is one to two years after construction to allow for ground settling, however opinions vary widely and are subjective. The subjectivity is always an obstacle to developing equitable regulations.

For the new home buyer, a lot of decision making is required throughout the entire process. By the time the homeowner is at the end stage of their home construction, they have made a lot of decisions. Blinds, decorating, landscaping are only a few of those decisions. Often, they need some time to take a deep breath and decide what they want to do. Having to make a landscape plan that will meet city standards only adds even more stress.

#### **We live in a four-season City >>**

Time frames of such regulations and the fact that we live in a four-season city will be very challenging to align. For example, winter occupancy with two feet of snow on the ground. If the city was using occupancy permits as a tool to enforce compliance, the additional costs to delay a family from moving into their new home would be very significant.

#### **Overgrowth of weeds is the real problem >>**

We can all appreciate the frustration created when neighbours don't maintain their front yards resulting in an overgrowth of weeds. The fact is a neighbour who does not maintain their front yard will have significant weeds whether the front yard is landscaped or not. The best solution might be for the city to better enforce or enhance bylaws addressing out of control weeds.

#### **Regulation will create higher cost to homeowner and City >>**

To enforce such a regulation will come at a significant cost to new home buyers and the municipality. We are not referring to the actual cost of landscaping, but the ongoing *costs of red tape and infrastructure to regulate and enforce*. It would be a significant concern if the city would rationalize this as a growth cost.

Minimum and maximum specs will need to be developed, along with acceptable and reasonable timeframes, which is very subjective. More resources will be needed to review landscaping plans, provide inspection, and in some cases re-inspection. City Administration already appears to be concerned about the level of service it can deliver in the coming years, which is especially important to consider given we are looking at another increase in property taxes in the 2019 budget. If the city budget does not include additional resources to deliver on such a regulation, then an already over-strained Administration will only increase red tape and add even more delays to an already overburdened process. Let's focus on appropriate priorities for the smart growth and maintenance of our city.

And at the same time, the problem that is trying to be resolved will, for the most part, be delivered on by the community developers. One could suggest that the industry's self-regulation may not address every possible concern and there will be front yards that fall through the cracks. However, regulating is the most expensive way to deal with these few exceptions. Most often people buying a new home for themselves and their family are efficient at getting their landscaping done.

#### **Simple steps to support industry in addressing exceptions that occur >>**





The City of Saskatoon could partner with our Association to develop a best practice guide for neighbours, which could include information on:

- Front yard landscaping
- Where and how to plant trees
- Materials that grow best in our climate
- How much to water

The City of Calgary provides a good example of this in their Good Neighbour Reference Guide. See link below:

<http://www.calgary.ca/CSPS/ABS/Documents/Bylaws-by-topic/Good-Neighbour-Practices-Reference-Guide.pdf>

We would suggest a collaboration like this would be a far more prudent outcome than forcing design landscape requirements on home owners and citizens.

Bien à vous,

Chris M. Guérette  
CEO



**From:** [City Council](#)  
**To:** [City Council](#)  
**Subject:** Form submission from: Write a Letter to Council  
**Date:** Wednesday, November 07, 2018 11:16:47 AM

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Submitted on Wednesday, November 7, 2018 - 11:16

Submitted by anonymous user: 184.69.62.230

Submitted values are:

Date: Wednesday, November 07, 2018

To: His Worship the Mayor and Members of City Council

First Name: Chris

Last Name: Guerette

Email: [cguerette@saskatoonhomebuilders.com](mailto:cguerette@saskatoonhomebuilders.com)

Address: #2, 3012 Louise Street

City: Saskatoon

Province: Saskatchewan

Postal Code: S7J 3L8

Name of the organization or agency you are representing (if applicable): Saskatoon & Region Home Builders' Association

Subject: Request to speak - Landscaping after Home Construction

Meeting (if known): City Council Regular Business Meeting - November 19, 2018

Comments: Chris Guerette wishes to speak at the November 19 City Council meeting in regards to item 7.2.8 from the November 5, 2018 Planning & Development Committee meeting. The item is Landscaping after Home Construction File No. CK 4131-1 and PL 116-1 (BF 20-17). Please contact with any questions. 306-955-5188

Attachments:

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/265649>



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Public Transit Infrastructure Funding Budget Adjustments**

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

1. That funds be transferred between the Public Transit Infrastructure Funding Capital Projects resulting in a net \$0 increase as follows:
  - a) 948 TU-New Sidewalks and Pathways be increased by \$700,000;
  - b) 2448 TU-Intelligent Transportation System be increased by \$450,000;
  - c) 2541 CY-Growth Plan be decreased by \$1.15M;
2. That Capital Project 537 TR-Terminals (subcomponents 03, 04 and 08) be closed with \$390,704.99 to be returned to the Transit Capital Projects Reserve;
3. That the Transit Capital Projects Reserve be amended to include transit-related infrastructure as an eligible expenditure;
4. That the following Capital Projects be increased through funding from the Transit Capital Projects Reserve:
  - a) 948 TU-New Sidewalks and Pathways \$184,000;
  - b) 1456 TU-Railway Crossing Safety Improvements \$87,000;
  - c) 1963 TU-Accessibility Implementation \$30,000;
  - d) 2448 TU-Intelligent Transportation System \$89,000; and
5. That the City Solicitor be requested to prepare the necessary amendments to Bylaw No. 6774, The Capital Reserve Bylaw, to include other transit-related infrastructure as part of the approved list of capital expenditures under the Transit Capital Projects Reserve.

#### **History**

At the November 5, 2018 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department dated November 5, 2018 was considered.

#### **Attachment**

November 5, 2018 report of the CFO/General Manager, Asset and Financial Management Department

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## Public Transit Infrastructure Funding Budget Adjustments

### Recommendation

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

1. That funds be transferred between the Public Transit Infrastructure Funding Capital Projects resulting in a net \$0 increase as follows:
  - a) 948 TU-New Sidewalks and Pathways be increased by \$700,000;
  - b) 2448 TU-Intelligent Transportation System be increased by \$450,000;
  - c) 2541 CY-Growth Plan be decreased by \$1.15M;
2. That Capital Project 537 TR-Terminals (subcomponents 03, 04 and 08) be closed with \$390,704.99 to be returned to the Transit Capital Projects Reserve;
3. That the Transit Capital Projects Reserve be amended to include transit-related infrastructure as an eligible expenditure;
4. That the following Capital Projects be increased through funding from the Transit Capital Projects Reserve:
  - a) 948 TU-New Sidewalks and Pathways \$184,000;
  - b) 1456 TU-Railway Crossing Safety Improvements \$87,000;
  - c) 1963 TU-Accessibility Implementation \$30,000;
  - d) 2448 TU-Intelligent Transportation System \$89,000; and
5. That the City Solicitor be requested to prepare the necessary amendments to Bylaw No. 6774, The Capital Reserve Bylaw, to include other transit-related infrastructure as part of the approved list of capital expenditures under the Transit Capital Projects Reserve.

### Topic and Purpose

The purpose of this report is to obtain City Council approval to adjust capital budgets for projects funded through Public Transit Infrastructure Funding (PTIF), as well as to amend Bylaw No. 6774, The Capital Reserve Bylaw, to include “other transit-related infrastructure” as part of the approved list of capital expenditures under the Transit Capital Projects Reserve.

### Report Highlights

1. The allocation of capital budgets for PTIF projects requires an adjustment to match actual project expenditures.
2. The Capital Reserve Bylaw requires adjusting to ensure the Transit Capital Projects Reserve can be used for “other transit-related infrastructure”.
3. The majority of internal costs, such as salaries, are not eligible expenditures under the PTIF program; therefore, additional funds are required to cover these costs.

### Strategic Goal

This report supports the long-term strategy of reducing the gap in the funding required to rehabilitate and maintain the City's infrastructure under the Strategic Goal of Asset and Financial Sustainability.

### Background

Under the PTIF program, \$37.3M was allocated to the City of Saskatoon (City), which is being cost shared equally between the federal government and the City.

At its November 30, 2016 Business Plan and Budget Review, City Council resolved that the allocation of the Public Transit Infrastructure Fund and Clean Water and Waste Water Fund be approved.

### Report

#### Reallocation of Capital Budgets for Several PTIF-Funded Projects

Based on estimated expenditures and timing for each component of the projects, \$37.3M in capital projects was allocated to PTIF-funded projects. As the work began, it became apparent that certain projects would require more funding and others would require less funding. The overall funding would remain the same, however, an adjustment between projects is necessary.

The Administration is recommending that the allocation of capital budgets be adjusted as in Table 1 below, with a net \$0 effect to the overall funding.

Table 1 (in millions)

Project	PTIF Project Name	Current Budget	Proposed Budget
948 – New Sidewalks and Pathways	Shelter Improvements and Network Accessibility	\$1.30	\$2.00
2448 – Intelligent Transportation System	Intelligent Transportation and Data Requirements	\$0.15	\$0.60
2541 – Growth Plan to Half a Million	<ul style="list-style-type: none"><li>Shelter Improvements and Network Accessibility</li><li>Intelligent Transportation and Data Requirements</li></ul>	\$2.85	\$1.70

#### Ineligible Internal Costs

Following the approval of PTIF-funded capital budgets, the Administration was informed that most costs incurred internally by the City such as salaries or internal equipment rental would not be eligible costs under this program. The Administration estimates that approximately \$425,000 will be required for the internal ineligible costs on PTIF projects. During the Administration's review of existing capital projects to determine availability of funding to cover these unexpected expenditures, Capital Project 2448 was identified as having existing funding that could be used to cover \$35,000 of the internal salaries needed within that same project.

In addition, Capital Project 537 was identified as having \$390,704.99 of remaining funds in the project budget (subcomponents 03, 04, and 08), which the Administration is recommending to be returned to the Transit Capital Projects Reserve to be used to help fund the estimated internal costs in Capital Projects 948, 1456, 1963, and 2448.

According to Bylaw No. 6774, The Capital Reserve Bylaw, the Transit Capital Projects Reserve is to finance the cost of capital expenditures for the Saskatoon Transit Division, Transportation and Utilities Department, including:

- a) the repair and replacement of buildings;
- b) the purchase of new buses to increase the size of the transit fleet;
- c) major transit studies;
- d) the construction of transit terminals; and
- e) the purchase of major equipment.”

The Administration is recommending that The Capital Reserve Bylaw be amended to include “other transit-related infrastructure” to the Transit Capital Projects Reserve. This will allow the funding to be used on PTIF projects such as sidewalk retrofit, pedestrian crossings or ramps and railway crossing improvements that help increase connectivity to the transit system.

In addition to the budget adjustments proposed in Table 1, if the Bylaw amendment is approved, the Administration is recommending additional budget adjustments as detailed in Table 2 to fund the estimated internal costs from the Transit Capital Projects Reserve.

Table 2

<b>Project</b>	<b>PTIF Project Name</b>	<b>Budget Increase</b>	<b>Budget Decrease</b>
948 – New Sidewalks and Pathways	Shelter Improvements and Network Accessibility	\$184,000	
1456 – Railway Crossing Safety Improvements	Feasibility Study of Rail impacts on Transit	\$ 87,000	
1963 – Corp. Accessibility Implementation	Shelter Improvements and Network Accessibility	\$ 30,000	
2448 – Intelligent Transportation System	Intelligent Transportation and Data Requirements	\$ 89,000	
537 – Terminals	N/A		\$390,000
<b>TOTAL</b>		<b>\$390,000</b>	<b>\$390,000</b>

### **Options to the Recommendation**

City Council could choose not to approve the amendment to Bylaw No. 6774. The Administration does not recommend this option as the internal costs will be incurred as part of these projects and alternative funding sources will need to be identified.

### **Financial Implications**

Financial implications are outlined in this report.

### **Other Considerations/Implications**

There are no environmental, policy, privacy, or CPTED implications or considerations, and neither public and/or stakeholder involvement nor a communication plan is required.

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

There is no follow-up required.

### **Public Notice**

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

### **Report Approval**

Written by:	Kari Smith, Manager of Financial Planning
Reviewed by:	Clae Hack, Director of Finance Jay Magus, Acting Director of Transportation
Approved by:	Kerry Tarasoff, CFO/General Manager, Asset and Financial Management Department

PTIF Budget Adjustments 2018.docx



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Award of Contract – Financial Reporting Management Software**

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

1. That the proposal submitted by KPMG LLP for Financial Reporting Management Software be approved; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

#### **History**

At the November 5, 2018 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department dated November 5, 2018 was considered.

#### **Attachment**

November 5, 2018 report of the CFO/General Manager, Asset and Financial Management Department

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## Award of Contract – Financial Reporting Management Software

### Recommendation

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

1. That the proposal submitted by KPMG LLP for Financial Reporting Management Software be approved; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

### Topic and Purpose

The purpose of this report is to obtain City Council approval for the award of contract to KPMG LLP for financial reporting management software.

### Report Highlights

1. The Administration issued a Request for Proposals (RFP) seeking replacement of the financial reporting management software which will allow the City of Saskatoon (City) to internally create, modify, share and distribute various financial statements and reports.
2. Through the evaluation process, KPMG LLP was determined to be the highest scoring Proponent.

### Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability by being open, accountable and transparent in financial reporting.

### Background

The City currently uses a variety of systems to produce various financial statements and reports that are required. External resources are also utilized to format the reports into visually pleasing documents.

### Report

#### Issue of RFP for New Software

As previously reported, the City is currently projecting to release its first Multi-Year Business Plan and Budget (MYBB) for the 2020/2021 years. As part of the City's transition to an MYBB, the current presentation of the public document needs to be revised as the format does not provide the necessary information for a multi-year time frame.

Currently, the annual Corporate Business Plan and Budget books are produced using PatternStream, along with Microsoft Word and Excel, which require extensive manual intervention to make the smallest of formatting changes. The current process is a very

manual driven that does not have real-time or coordinated updating to ensure that if a change is made, the change is reflective in all areas throughout the document, resulting in inefficiencies.

In an effort to streamline the production of reports and implement a tool that will ensure the future success of the City's MYBB implementation, on June 6, 2018, the City issued an RFP on the SaskTenders website to identify the most qualified proponent for the replacement of the financial reporting management software. The RFP closed on August 16, 2018, with proposals received from the following:

- F.H. Black & Company Incorporated (Winnipeg, MB)
- IGM Technology Corp. (Toronto, ON)
- KPMG LLP (Calgary, AB)

The Evaluation Team, comprised of five City employees (three from the Finance Division and two from the Information Technology Division) reviewed and scored the proposals based on the evaluation criteria and the evaluation process included in the RFP.

The RFP was divided into two phases where the top three scoring Proponents from Phase 1 were invited to submit a proposal and provide demonstrations for Phase 2. The evaluation scoring for Phase 1 is outlined below.

<b>Phase 1 Evaluation</b>	<b>Weighting</b>
Experience	20
Approach	10
Functional/Technical Requirements	40
Data Centre, Information Security and Data Protection	15
Customer and Technical Support	15
<b>Total</b>	<b>100</b>

All three Proponents were invited to submit a proposal and provide a demonstration for Phase 2. KPMG LLP was the highest-scoring Proponent based on the Evaluation Criteria for Phase 2 as outlined below.

<b>Phase 2 Evaluation</b>	<b>Weighting</b>
Implementation Plan	10
Training Plan	5
Technical Demonstration	50
Pricing	20
Questions	15
<b>Total</b>	<b>100</b>

The Administration is recommending that the City enter into an agreement with KPMG LLP to provide the financial reporting management software.

It is imperative that any new financial reporting management software be able to integrate data with the City's existing systems, Microsoft Word and Excel, as well as a new enterprise resource planning system. KPMG LLP's solution is to use the Oracle system, which is compatible with most other systems. The Administration does not foresee a problem with future compatibility of this product.

### **Options to the Recommendation**

City Council can choose not to award the contract to KPMG LLP. The Administration does not recommend this option as the current process is cumbersome, time-consuming, and the potential for errors in reports are greater due to the manual processes required.

### **Financial Implications**

Capital Project 2515 – Multi-Year Business Plan and Budget contains sufficient funding for the capital costs of this contract. KPMG LLP's proposal included a one-time capital cost of \$174,710.00, plus applicable GST, as well as an annual subscription cost of \$11,650.32, plus applicable GST, for the first five years which will be funded from the Operating Budget. After this time, the annual subscription cost may increase by an inflationary change.

### **Other Considerations/Implications**

There are no environmental, policy, privacy, or CPTED implications or considerations, and neither public and/or stakeholder involvement nor a communication plan is required.

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

There is no follow-up required.

### **Public Notice**

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

### **Report Approval**

Written by:	Kari Smith, Manager of Financial Planning
Reviewed by:	Clae Hack, Director of Finance
Approved by:	Kerry Tarasoff, CFO/General Manager, Asset and Financial Management Department



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **City Hall Back-up Power Generator Project**

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

1. That an extension of services for Willms Engineering Ltd. to provide detailed design and contract administration of a back-up generator for City Hall and upgrade of the existing electrical systems at a cost of \$120,000, plus applicable taxes, be approved; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

#### **History**

At the November 5, 2018 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department dated November 5, 2018 was considered.

#### **Attachment**

November 5, 2018 report of the CFO/General Manager, Asset and Financial Management Department

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## City Hall Back-up Power Generator Project Update

### Recommendation

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

1. That an extension of services for Willms Engineering Ltd. to provide detailed design and contract administration of a back-up generator for City Hall and upgrade of the existing electrical systems at a cost of \$120,000, plus applicable taxes, be approved; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

### Topic and Purpose

The purpose of this report is to provide the Standing Policy Committee on Finance and City Council with an update on the City Hall Back-up Power Generator project. This report is also requesting City Council approval for an extension of services with Willms Engineering Ltd. (Willms) to provide prime consulting services for the detailed design and contract administration, including upgrade of the existing electrical systems at City Hall.

### Report Highlights

1. The construction tender for the City Hall generator yielded bids that exceeded the allocated budget of \$1.5M.
2. On June 1, 2018, the City of Saskatoon (City) asked Willms, who had been previously procured through a Request for Proposals (RFP) process, to provide pricing for prime consulting services for a revised scope.
3. The Administration is recommending that Willms be given an extension of services for the prime consulting services.

### Strategic Goals

The installation of a back-up power generator for City Hall supports the Strategic Goal of Continuous Improvement by providing a safe and productive environment. In addition, this project also supports the Strategic Goal of Asset and Financial Sustainability by ensuring City Hall is well-managed and well-maintained.

### Background

Capital Project 1943 – AF – Emergency Back-up Power System was approved for \$1.5M in the 2017 Capital Budget to install a back-up power generator at City Hall. The funding source was through the Civic Facilities Funding Plan.

In January 2017, an RFP was issued in order to procure a prime consultant to perform detailed design and contract administration for the project. The proposal submitted by

Willms for a total cost of \$140,000 met the RFP requirements and achieved the highest score.

Detailed design for the back-up power generator was completed, the construction tender was issued, and nine tender bids were received on November 28, 2017. The low bid of \$1,641,043 exceeded the approved budget of \$1.5M. A value engineering exercise was undertaken to evaluate the potential of better aligning the scope with the available budget.

### **Report**

#### Revised Scope and Extension of Prime Consulting Services

Value engineering and scope evaluation was undertaken by project stakeholders, including Willms and Facilities' staff. Willms provided a preliminary design which included the following scope changes:

- relocation of generator to north side of building;
- reduction in generator size and output capacity; and
- reduction in size/finish of the generator enclosure.

The estimated cost of the revised Capital Project 1943 scope is now \$1.3M.

Additionally, Willms proposed that upgrades to the City Hall electrical systems and infrastructure be undertaken concurrently with Capital Project 1943, eliminating the need for two separate projects each requiring a shutdown of City Hall. This additional scope, which was already planned as a part of the ongoing City Hall capital renewal strategy, would be funded through Capital Project 1135 – Civic Buildings Comprehensive Maintenance Program.

Due to the significant redesign work and added scope, additional design work is required. Willms submitted a quote of \$120,000 for detailed design, generation of construction drawings and contract administration for the revised scope of Capital Project 1943 and now includes Capital Project 1135. Given Willms significant first-hand knowledge of the complex City Hall electrical systems and the fact that the project will result in the best value for the City, the Administration deems that there is greater value in retaining Willms to complete this project instead of issuing another RFP.

Within the existing complement of civic staff, there is currently no expertise in back-up power generator design to perform this work internally.

#### City Hall Back-up Power System

City Hall is a hub for the Voice over Internet Protocol (VoIP) phone and fibre communications network that serves Information Technology, Saskatoon Fire Department (SFD) and Saskatoon Police Service (SPS). Currently, the City Hall main data centre ensures these services have uninterruptable power sources to serve short-term emergency requirements, operating for approximately 30 – 45 minutes before the batteries are depleted. As it is maintained on the SaskTel network, 911 is not affected

by a power outage. The radio networks for SFD and SPS are on a different system and are not affected in the event of a power outage at City Hall.

### **Options to the Recommendation**

Option 1: City Council can choose not to approve the extension of services and have the Administration issue an RFP for the work required. The Administration does not recommend this option as there is value in continuing with the current consultant because of the extensive knowledge gained and work completed on this project and City Hall infrastructure.

Option 2: City Council can choose not to proceed with the construction of the back-up generator. The Administration does not recommend this option as it would be contrary to providing uninterrupted business continuity and communication to the citizens of Saskatoon.

### **Financial Implications**

The cost of the Consulting Services Agreement is within the approved Capital Project 1943 – AF – Emergency Back-up Power System and Capital Project 1135 – Civic Buildings Comprehensive Maintenance Program.

### **Safety/Crime Prevention Through Environmental Design (CPTED)**

Consistent with the original design, a CPTED analysis of the proposed back-up generator location will be conducted as a part of the design process.

### **Other Considerations/Implications**

There are no policy, environmental, privacy, implications or considerations. Neither a communication plan or public and/or stakeholder involvement is required at this time.

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

Pending City Council approval, redesign work would begin as soon as approval is granted. The estimated project completion date is March 20, 2020, with the following timeline:

• Detailed design and tender document production	3 months
• CPTED Review	2 months
• Tender out to market and award	2 months
• Construction	<u>8 months</u>
TOTAL	15 months

### **Public Notice**

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

**Report Approval**

Written by: Gord Hundebly, Project Services Manager  
Reviewed by: Troy LaFreniere, Director of Facilities Management  
Kerry Tarasoff, CFO/General Manager, Asset and Financial  
Management Department  
Approved by: Jeff Jorgenson, City Manager

CH Back-up Power Generator Update.docx



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Acquisition of Land – Neault Road and 33rd Street West for Intersection Upgrades**

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

1. That the Administration be authorized to purchase a portion of Surface Parcel No. 203411281 from Khalsa School Inc. and a portion of Surface Parcel No. 203179125 from Zhang Bros. Development Corp. for intersection upgrades to Neault Road at 33rd Street West, as per the terms noted in the report of the CFO/General Manager, Asset and Financial Management Department , dated November 5, 2018; and
2. 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.

#### **History**

At the November 5, 2018 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department dated November 5, 2018 was considered.

#### **Attachment**

November 5, 2018 report of the CFO/General Manager, Asset and Financial Management Department

---

## Acquisition of Land – Neault Road and 33rd Street West for Intersection Upgrades

### Recommendation

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

1. That the Administration be authorized to purchase a portion of Surface Parcel No. 203411281 from Khalsa School Inc. and a portion of Surface Parcel No. 203179125 from Zhang Bros. Development Corp. for intersection upgrades to Neault Road at 33<sup>rd</sup> Street West, as per the terms noted in the report of the CFO/General Manager, Asset and Financial Management Department, dated November 5, 2018; and
2. 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.

### Topic and Purpose

The purpose of this report is to receive City Council approval to purchase a portion of Surface Parcel No. 203411281 from Khalsa School Inc. (Khalsa School) and a portion of Surface Parcel No. 203179125 from Zhang Bros. Development Corp. (Zhang Bros.) for intersection upgrades to Neault Road at 33<sup>rd</sup> Street West.

### Report Highlights

1. Intersection upgrades will improve safety at Neault Road and 33<sup>rd</sup> Street West.
2. Terms of the agreements have been negotiated by Saskatoon Land.

### Strategic Goal

Intersection upgrades to Neault Road at 33<sup>rd</sup> Street supports the long-term strategy of optimizing the flow of people and goods in and around the city under the Strategic Goal of Moving Around.

### Background

The final roadway geometrics required to facilitate the installation of traffic signals and turning lanes necessitate additional land be acquired from the two adjacent landowners at the intersection of Neault Road and 33<sup>rd</sup> Street.

### Report

#### Intersection Upgrades to Improve Safety

The intersection of Neault Road and 33<sup>rd</sup> Street has been identified as a location recommended for construction, including traffic signals, in 2019. The Kensington Neighbourhood Concept Plan identified traffic signals at this location, and in order to provide the appropriate intersection geometry for the installation of traffic signals, turning lanes, and access to the west, additional property is required. The required property is not 'throw-away' as eventually, when Neault Road is widened and

development occurs to the west, the property will align with future expansions of the intersection.

### Terms of the Agreement

Saskatoon Land has negotiated the purchase of 0.41 acres of Surface Parcel No. 203411281 from Khalsa School and 0.32 acres of Surface Parcel No. 203179125 from Zhang Bros. (Attachment 1). The Khalsa School land is within the Rural Municipality of Corman Park, and the Zhang Bros. land is within city limits. Both portions of land will be designated as roadway upon acquisition and survey registration.

Notable terms of the agreements are as follows:

- Compensation of \$3,500 to each landowner to be paid within 15 days of the possession date. Compensation includes consideration for the land as well as consideration for construction disturbances and inconveniences.
- Conditional upon City Council approval by November 19, 2018.
- Possession date upon City Council approval.
- City of Saskatoon (City) is responsible for the subdivision of the lands and related costs.

These land acquisitions are an important first step in the development of the intersection of Neault Road and 33<sup>rd</sup> Street.

### **Options to the Recommendation**

City Council can choose to not approve these land acquisitions. The Administration does not recommend this option as a signalized intersection at this location aligns with the Kensington Neighbourhood Concept Plan, and the property is required to build an intersection that is signalized with appropriate turning lanes, and provides access to the west.

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

The Rural Municipality of Corman Park Administration is aware of the City's intention to purchase this land, designate it as roadway and undergo the intersection upgrades.

Both landowners have been supportive of the City's plans to improve the intersection of Neault Road and 33<sup>rd</sup> Street.

### **Financial Implications**

The City will pay \$7,000 in total compensation to the landowners. All costs associated with surveying and land registry fees will be the responsibility of the City, funded by the Dedicated Roadway Reserve. Costs for the signalization and intersection geometric modifications will be funded through the Prepaid Service Reserves.

**Other Considerations/Implications**

There are no policy, environmental, privacy or CPTED implications or considerations, and a communication plan is not required.

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

Closing date for the transaction will be 30 days following the issuance of a Transform Approval Certificate pursuant to the subdivision application, or such other date as may be agreed upon by the parties.

**Public Notice**

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

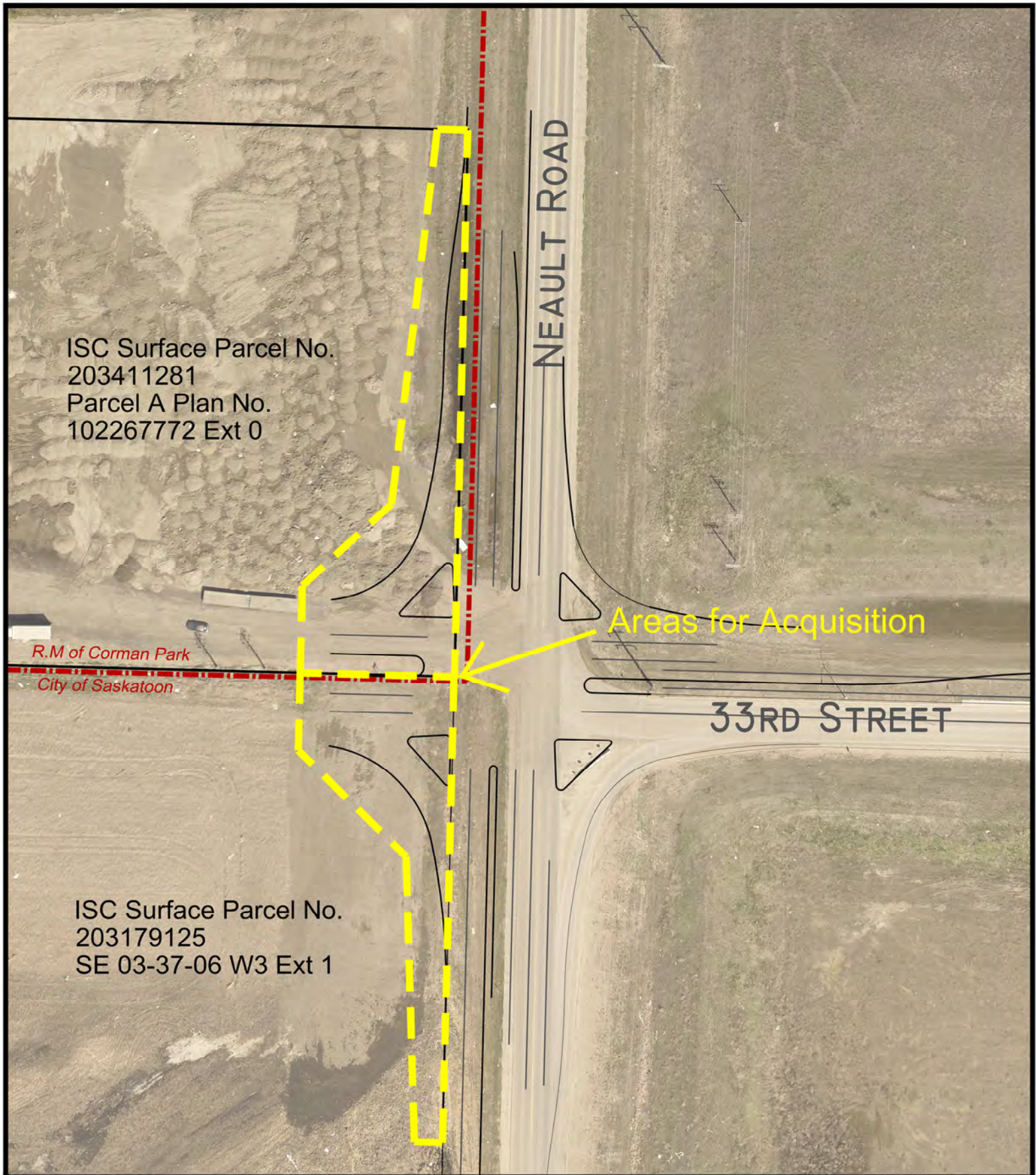
**Attachment**

1. Drawing Showing Proposed Land for Acquisition

**Report Approval**

Written by: Scott McCaig, Real Estate Services  
Reviewed by: Frank Long, Director of Saskatoon Land  
Jay Magus, Acting Director of Transportation  
Angela Gardiner, Acting General Manager, Transportation and  
Utilities Department  
Approved by: Mike Voth, Acting General Manager, Asset and Financial  
Management Department

Acquisition\_Neault Rd and 33rd St.docx



**Areas for Acquisition = 0.73ac**





## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Saskatoon Airport Authority Tax Abatement Agreement**

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

1. That the Saskatoon Airport Authority be granted a partial Tax Abatement Agreement for five years (2019 to 2023 inclusive); and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

#### **History**

At the November 5, 2018 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department dated November 5, 2018 was considered.

#### **Attachment**

November 5, 2018 report of the CFO/General Manager, Asset and Financial Management Department

---

## Saskatoon Airport Authority Tax Abatement Agreement

### Recommendation

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

1. That the Saskatoon Airport Authority be granted a partial Tax Abatement Agreement for five years (2019 to 2023 inclusive); and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

### Topic and Purpose

The purpose of this report is to receive City Council approval for a partial Tax Abatement Agreement with the Saskatoon Airport Authority (SAA) for an additional five years (2019 to 2023 inclusive).

### Report Highlights

1. The current partial Tax Abatement Agreement formula results in taxes being paid by the SAA on per passenger volumes.
2. The per passenger based tax calculations benefit the City of Saskatoon (City) and the SAA.
3. The Administration has reviewed the assessment and taxation of airports in other comparable municipalities.

### Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability by ensuring that the City is open, accountable and transparent regarding decisions relating to taxation.

### Background

A Tax Abatement Agreement (Agreement) with the SAA has been in place since 2002. The current Agreement was approved by City Council at its March 12, 2014 meeting, which expires on December 31, 2018.

### Report

#### Tax Abatement Agreement

The current Agreement (Attachment 1) enables the SAA to pay taxes based on a per passenger rate rather than ad valorem (taxes based on value). The SAA property tax abatement is the difference between ad valorem taxation and the per passenger amount determined by the formula in the Agreement.

The following table shows the actual taxes paid under the previous agreements:

<b>Year</b>	<b>Ad Valorem Tax</b>	<b>Tax Paid per Agreement</b>	<b>Total Tax Abatement</b>
2010	\$ 1,218,038	\$ 803,108	\$ 414,930
2011	\$ 1,229,822	\$ 843,264	\$ 386,558
2012	\$ 1,257,340	\$ 885,427	\$ 371,913
*2013	\$ 1,148,381	\$ 929,698	\$ 218,682
2014	\$ 1,301,388	\$ 976,183	\$ 325,205
2015	\$ 1,357,526	\$1,024,992	\$ 332,534
2016	\$ 1,261,931	\$1,026,523	\$ 235,408
*2017	\$ 1,420,743	\$1,028,929	\$ 391,814
2018	\$ 1,202,365	\$1,040,644	\$ 161,721

\*Reassessment year

The tax paid per the Agreement is trending upwards as per passenger volumes increase, while the ad valorem tax fluctuates with changes in assessment values and reassessment.

The property taxes shown above are total taxes, including City, Library and Education. The 2018 property tax distribution for commercial properties is 53% Municipal, 5% Library, and 42% Education. The distribution of the 2018 partial tax abatement is \$85,668 Municipal, \$8,546 Library, and \$67,507 Education. Given recent changes in provincial legislation, the Education portion of the abatement requires approval from the Province of Saskatchewan as the abatement amount is over \$25,000.

Being that the airport property is the only one in the city, it is unique. Airports do not have an active rental or sales market, and for this reason, the replacement cost method is typically used. This method involves estimating the land value of the property, as well as adding the depreciated replacement cost for any structures on the property.

A city-wide market factor is also applied to the estimated building value. This factor accounts for any differences in the depreciated replacement cost and the local real estate market that is not captured in the estimated building value. This market factor has the potential to fluctuate on reassessment or during a reassessment cycle, which may produce a significant increase, or decrease, in a property's assessed value. Other reasons why the assessed value for the airport can fluctuate include new construction and/or demolition of structures, as well as changes in the number of tenants leasing property from the SAA.

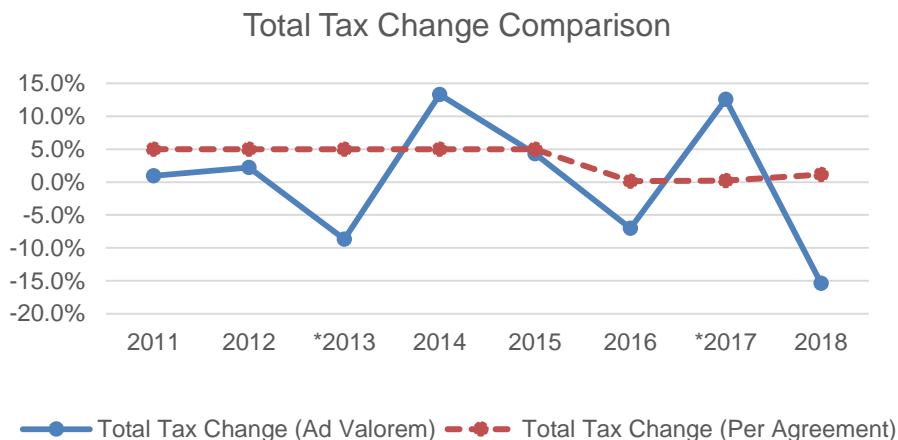
#### Benefits of Using a Per Passenger Rate

The Administration recommends that the City continue with an Agreement with the SAA for the following two primary reasons:

- It allows for a more predictable and transparent amount of taxes to be paid; and

- The per passenger taxation scheme is designed to address the expansion of the Airport terminal and to remove the unpredictable fluctuations in property tax when using the ad valorem method.

The following graph provides a visual representation of the differences in tax changes between the ad valorem and per Agreement tax method. The graph also demonstrates that the per Agreement tax method has consistently resulted in a tax increase whereas the ad valorem method has not.



When an airport expansion is first implemented, the result is a sizeable overcapacity and underutilization for the property until such time as passenger volumes increase to match the design capacity. This ensures that as Saskatoon grows, passenger volumes can grow with it.

The \$0.73 per passenger rate was determined by the SAA and the Administration. The SAA based its calculation on a five-year average of actual passengers and the annual taxes levied in 1999 (this is when the SAA assumed responsibility for the airport from the Federal Government). The Administration used the 2004 ad valorem taxes and the capacity of the existing terminal building. While both parties used independent methods, the results were the same, which made the rate easily agreed upon. During the term of the current Agreement taxes payable by the SAA are the greater of:

- a) the previous year's passenger count X \$0.73 (capped at a maximum change of 5% per year);
- b) the 1999 taxes increased annually by the percentage change in the uniform mill rate (with automatic adjustments to recognize the restatement of the mill rate as the result of periodic reassessments); or
- c) \$929,698 (actual taxes paid in 2013).

As agreed upon with the SAA, provisions a) and b) would remain the same, and provision c) would be amended to \$1,040,644 (actual taxes paid in 2018).

In accordance with the limits imposed in *The Cities Act*, the length of any such agreement is limited to five years duration.

### Airport Taxation in Other Municipalities

Provincial statutes and/or legislation for airport assessment and taxation differ across jurisdictions as follows:

- In Regina prior to 2017, a partial airport tax exemption was applied similar to the SAA's abatement. Taxes paid were calculated using a formula of \$0.65 per passenger, and the remaining taxes were exempt. In 2017, Regina City Council removed the exemption for the municipal portion, however, the library and education portions were still exempt. In 2018, all exemptions were removed and the assessment for the Regina Airport Authority is taxable.
- Assessment values are used to calculate taxes for the Alberta Regional Airport Authorities of Fort McMurray, Red Deer, Edmonton, and Calgary, as well as for the Winnipeg Airports Authority Inc. It should be noted that the airport authorities in Alberta previously requested that a per passenger rate be applied, as their assessment process, which uses the ad valorem model, does not accurately account for the use of the airports.
- Per passenger rates are used to calculate taxes for the Toronto, Ottawa, London, Thunder Bay and Halifax airports. Typically, these per passenger rates are indexed to an inflation indicator (i.e. Consumer Price Index).
- Other airports in cities such as Vancouver and Montreal are exempt from taxation, however, the governments provide a payment-in-lieu-of-tax.

### **Options to the Recommendation**

City Council can choose not to approve a partial Agreement with the SAA. However, the Administration does not recommend this option as the long-standing Agreement is meant to remove unpredictable fluctuations in property tax revenue for a unique property. If City Council chooses not to approve the abatement, the Administration recommends that the abatement be approved for a final term, which will allow the SAA to plan and prepare for the change in property taxation.

City Council can also choose to propose a different rate per passenger and/or having a different length. The Administration does not recommend this option as the terms of the Agreement have achieved the desired results of predictable, stable taxation amounts for the SAA and the City.

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

Stakeholder involvement is limited to the SAA which is in agreement with the recommendation (Attachment 2).

### **Communication Plan**

Upon City Council's decision regarding the new or ongoing status of the current abatement and taxation scheme, the SAA will receive an Agreement in Principle letter from the City.

### **Financial Implications**

The abated amounts impact the annual mill rate, which is \$161,721 for 2018. The impact for future years is difficult to estimate as the number of passengers and future mill rates are not known at this time.

### **Other Considerations/Implications**

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

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

If the recommendation is approved and implemented for a five-year period, follow-up will be required at the end of the abatement period. At that time, all taxation options can again be considered and/or revisions and updates to the abatement formula.

### **Public Notice**

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

### **Attachments**

1. Tax Abatement Agreement 2014 - 2018
2. Letter from SAA dated April 20, 2018

### **Report Approval**

Written by: Pamela Kilgour, Manager, Property Taxation and Support  
Reviewed by: Mike Voth, Acting General Manager, Asset and Financial  
Management Department  
Approved by: Jeff Jorgenson, City Manager

SAA Tax Abatement Agreement\_2018.docx

## Tax Abatement Agreement

Between:

**The City of Saskatoon**, a municipal corporation  
pursuant to the provisions of *The Cities Act* (the "City")

- and -

**Saskatoon Airport Authority**, a non-profit Canada  
corporation and extra-provincially registered in the  
Province of Saskatchewan (the "Authority")

### Whereas

- A. The Authority was incorporated to manage, develop and operate the Saskatoon John G. Diefenbaker International Airport (the "Airport") in Saskatoon, Saskatchewan.
- B. Her Majesty the Queen in Right of Canada is the owner of the following land upon which the Airport is located at 2625 Airport Drive:
 

Surface Parcel Number:	166137701
Legal Land Description:	Blk/Par A Plan 73S24023 Ext 5

(the "Property")
- C. Her Majesty the Queen in Right of Canada and the Authority entered into a ground lease dated January 1, 1999, under which the Authority became responsible for the management, development and operation of the Airport.
- D. Under the terms of the ground lease, the Authority is responsible for payment of all municipal property taxes for which the City, prior to 1999, would have received a grant in lieu of real property tax from Her Majesty the Queen.
- E. The City and the Authority entered into an agreement dated November 3, 2009, pursuant to which the City exempted from taxation all runways, taxiways and aprons within the Operationally Protected Area at the Airport for a term of five years and expired on December 31, 2013.
- F. The Authority requested a further exemption from taxation for all runways, taxiways and aprons within the Operationally Protected Area at the Airport.

- G. The Airport is an economic facilitator that plays an integral part in attracting and maintaining new and existing businesses in Saskatoon, and is important to the economic growth and well-being of Saskatoon.
- H. The City and the Authority recognize that the Airport is unsustainable if subjected to full property taxation based on an *ad valorem* system.
- I. The City and the Authority agree that the Authority should pay a legislated per passenger payment-in-lieu of taxes on the Property.
- J. The City and the Authority have asked the Province of Saskatchewan to amend *The Cities Act* and the Regulations to exempt the Authority from property taxes and, in return, to obligate the Authority to make payments-in-lieu of taxes based upon an amount per passenger to be prescribed in the Regulations.
- K. The requested amendments to *The Cities Act* and the Regulations have not been made, and in the meantime the Authority has requested a partial abatement of taxes on the Property.

Now Therefore, in consideration of the premises and mutual covenants hereinafter contained, the parties agree as follows:

### **Taxes Payable**

- 1. (1) The Authority acknowledges and agrees that it shall be liable for the payment of taxes on the Property during the term of this Agreement in an amount determined according to subsection (2).
- (2) During the term of this Agreement, the taxes payable by the Authority on the Property shall be the greater of:
  - (a) the previous year's passenger count x \$0.73 (capped at a maximum change of 5% per year);
  - (b) the 1999 taxes increased annually by the percentage change in the uniform mill rate (with automatic adjustments to recognize the restatement of the mill rate as a result of periodic reassessments);  
or
  - (c) \$929,698.00 (being the actual taxes levied in 2013).

### **Taxes Abated**

2. (1) The City acknowledges and agrees that, during the term of this Agreement, it shall abate any taxes levied on the Property in excess of the amount payable for taxes by the Authority pursuant to section 1.
- (2) The abatement shall be made on an annual basis, after December 31<sup>st</sup> for the immediately preceding year.

### **Payment of Taxes**

3. (1) In accordance with section 237 of *The Cities Act*, in each year of this Agreement, the City shall send the Authority a tax notice showing the total taxes levied with respect to the Airport property for that year. The City shall also provide the Authority with a notice showing the taxes payable by the Authority pursuant to section 1. The difference between the total taxes levied and the taxes payable by the Authority pursuant to section 1 represents the taxes to be abated for that year.
- (2) In accordance with Bylaw No. 6673, "*A bylaw of The City of Saskatoon to provide for the payment of taxes and the application of discounts and penalties thereto*", the Authority shall pay, on or before the 30<sup>th</sup> day of June in the year in which the taxes are levied, the taxes payable in respect of the Property pursuant to section 1.
- (3) After December 31<sup>st</sup> of the year in which the taxes are imposed, in addition to the abatement provided for in this Agreement, the City shall write off any additional percentage charges that might otherwise be imposed upon the unpaid taxes if those taxes were not being abated.

### **Term**

4. The term of this Agreement shall be for a period of five years, commencing on January 1, 2014, and ending on December 31, 2018.

### **Termination**

5. This Agreement shall automatically terminate upon the Province of Saskatchewan enacting legislation to exempt the Authority from taxation and, implementing an alternative payment-in-lieu of taxation system.

### **Duty to Provide Information**

6. (1) The Authority shall provide the City with an annual passenger count for the Airport.
- (2) The count shall be determined using passenger statistics supplied by airlines using the Airport, and which statistics the Authority uses to calculate the Airport's improvement fees.

### **Assignment**

7. The Authority shall not have the right to assign or otherwise transfer this Agreement or any of its rights, privileges, duties or obligations under this Agreement without the prior written consent of the City, which consent may not be unreasonably withheld or delayed.

### **Notice**

8. (1) Any notice or consent required or permitted to be given by any party to this Agreement to the other party shall be in writing and shall be delivered or sent by registered mail (except during a postal disruption or threatened postal disruption) or facsimile transmission or other electronic communication or the applicable address set forth below:

in the case of the City:

The City of Saskatoon  
222 – 3<sup>rd</sup> Avenue North  
Saskatoon SK S7K 0J5  
Fax: (306) 975-7975

in the case of the Authority:

Saskatoon Airport Authority  
#1 – 2625 Airport Drive  
Saskatoon SK S7L 7L1  
Fax: (306) 975-4233

- (2) Any notice delivered personally shall be deemed to have been validly and effectively given and received on the date of such delivery provided same is on a business day (Monday to Friday, other than a statutory holiday).

- (3) Any notice sent by registered mail shall be deemed to have been validly and effectively given and received on the fifth business day following the date of mailing.
- (4) Any notice sent by facsimile transmission or other electronic communication shall be deemed to have been validly and effectively given and received on the business day next following the date on which it was sent (with confirmation of transmittal received).
- (5) Any party to this Agreement may, from time to time, by notice given to the other party, change its address for service under this Agreement.

### **Time**

- 9. Time is of the essence of this Agreement and no extension or variation of this Agreement operates as a waiver of this provision.

### **Amendments**

- 10. No change or modification of this Agreement is valid unless it is in writing and signed by each party.

### **Further Assurances**

- 11. The parties agree that each of them shall, upon reasonable request of the other, do or cause to be done all further lawful acts, deeds and assurances necessary for the better performance of the terms and conditions of this Agreement.

### **Severability**

- 12. If any provision of this Agreement is determined to be invalid or unenforceable in whole or in part, such invalidity or unenforceability attaches only to such provisions and the remaining terms and provisions of this Agreement remain in full force and effect.

### **Binding Effect and Enurement**

- 13. This Agreement enures to the benefit of and is binding upon the parties hereto and their respective successors and permitted assigns.

### Governing Law

14. This Agreement is governed by and is to be construed in accordance with the laws of the Province of Saskatchewan and the laws of Canada applicable herein and treaded in all respects as a Saskatchewan contract. The parties to this Agreement hereby irrevocably and unconditionally attorn to the exclusive jurisdiction of the courts of the Province of Saskatchewan and all courts competent to hear appeals therefrom.

### Headings

15. The headings in this Agreement are for ease of references only and are not to be taken into account in the construction or interpretation of any provision to which they refer.

Signed by The City of Saskatoon this 20 day of Nov, 2014.

The City of Saskatoon  
Donald F. Aschheim  
MAYOR  
Mark D. McLean  
CITY CLERK



Signed by Saskatoon Airport Authority this 14<sup>th</sup> day of November, 2014.

Saskatoon Airport Authority  
[Signature]  
[Signature]





April 20, 2018

Our File: 5168-4

Mr. Kerry Tarasoff  
 General Manager, Asset & Financial Management  
 City of Saskatoon  
 325 – 3<sup>rd</sup> Avenue North  
 Saskatoon, SK S7K 0J5

Dear Mr. Tarasoff:

**Re: Saskatoon Airport Authority – Property Taxation**

I am following up on the discussion that you had with Drew Britz last fall and the opportunity that Drew and I were given to express our appreciation and demonstrate the importance of our property tax agreements with both you and His Worship. As anticipated at that time, we would like to discuss with the City our preference to continue an alternative to full ad-valorem property taxation.

As we have done in the past, Drew recently provided our audited passenger numbers to Darcy Huisman and Pamela Kilgour along with our analysis of the formula for the calculation of the tax in accordance with the current abatement agreement. As you are aware, the annual number of passengers is a critical component of the existing agreement. I understand that Pamela and Drew discussed the pending end of the current agreements and they believed that a letter addressed to you was the most appropriate first step toward addressing the expiration of the agreements.

As you are aware, the City of Saskatoon and the Saskatoon Airport Authority (SAA) have developed and agreed to a property taxation methodology that is stable, non-controversial and reflective of the economic realities of both entities. It is recognized that airports have unique design characteristics and they don't sell; therefore attempts to establish evidence of local market value is extremely difficult. The nature of the lease obligations governing airport lands restrict the use and have onerous end of lease obligations. In 2004, based upon the methodology, the City of Saskatoon and the Saskatoon Airport Authority (SAA) entered into a tax agreement that addressed a number of issues related to the taxation of property and improvements located on Saskatoon airport lands.

While the cities of both Saskatoon and Regina and the Airport Authorities located in the respective Cities requested that the Province incorporate this tax formula into the relevant section of the Cities Act, the Province was reluctant to do so. After considerable time and effort, both airports have come to the conclusion that the Province prefers to leave this matter in the hands of the respective airports and their municipality.

In Saskatoon the current agreements are due to expire after the 2018 tax year. The SAA wishes to ask the City of Saskatoon to consider extending the partial property tax abatement agreement and the exemption of airfield maneuvering improvement agreement for a further 5 years. We understand that the City has included such an extension as one option for consideration and we acknowledge that if such extension was

Page 1 of 2

to be considered there is a desire by the City to review some of the terms and conditions contained in the agreements.

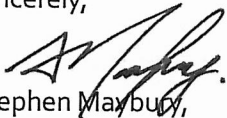
As you are aware, the agreed upon formula for the determination of the payment of taxes is largely based upon passenger volumes. Using that formula the annual increase in SAA tax payments have averaged slightly greater than 4% over the past 10 years. While this exceeds the annual property tax mill rate increases, the SAA is pleased to make that payment as it reflects the strong passenger volumes at our Community airport. We would also suggest that significant airport tenant improvements, which have occurred as a result of infrastructure investments made by the SAA, have also expanded the property tax base for the City without any corresponding decrease in taxes paid by the Airport Authority and without any infrastructure or financial burden of any kind on the City.

It is noteworthy that the concepts, provisions and formula agreed to in 2004 continues to achieve all of the desired results that had been sought by City Administration and the SAA when the agreement was originally developed. It has resulted in a fair and non-controversial level of taxation that has guaranteed the City a minimum payment which grows with the volume of passenger air traffic at the airport while adding the stability necessary for the SAA to continue to make significant investment in the airport infrastructure which is essential for continued economic growth in our community. The Community has benefited from a world class award winning airport with capacity for growth, the SAA has benefited by receiving a tax abatement on the excess capacity that has been built into the infrastructure to meet future demand and the City has benefited from a growing tax base and the SAA tax payments that have exceeded general mill rate increases.

Airport infrastructure cannot grow incrementally to simply meet the annual increase in passenger demand, and unlike many other businesses, we cannot jeopardize the critical reliance that our Community places on the airport by failing to have adequate / excess capacity available at all times. The basic premise of the tax agreement lies in the fact that a tax abatement relative to the excess airport capacity encourages the Airport Authority to continue to invest in a critical community infrastructure. There are a number of economic opinions suggesting that the taxation of airports using traditional valuation models are at best flawed and potential harmful to a Community.

We appreciate the City's recognition that an efficient, expanded, more modern airport will assist both our Community's airport and the City achieve our economic goals. We ask for your consideration in extending the property tax abatement which is about to expire. Your support has been instrumental in the past success of our community's airport and we look forward to continuing to work with the City on this matter.

Sincerely,



Stephen Maybury,  
President and CEO  
Saskatoon Airport Authority  
cc: Drew Britz, Saskatoon Airport Authority



## **STANDING POLICY COMMITTEE ON FINANCE**

---

### **Saskatoon Airport Authority Request for Exemption**

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

1. That the Saskatoon Airport Authority be granted a property tax exemption for runways, taxiways, and aprons, based on the terms outlined in the report of the CFO/General Manager, Asset and Financial Management Department, for five years (2019 to 2023 inclusive);
2. That the Administration contact the Minister of Education with respect to this request for a property tax exemption; and
3. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

#### **History**

At the November 5, 2018 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department dated November 5, 2018 was considered.

#### **Attachment**

November 5, 2018 report of the CFO/General Manager, Asset and Financial Management Department

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## Saskatoon Airport Authority Request for Exemption

### Recommendation

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

1. That the Saskatoon Airport Authority be granted a property tax exemption for runways, taxiways, and aprons, based on the terms outlined in the report of the CFO/General Manager, Asset and Financial Management Department, for five years (2019 to 2023 inclusive);
2. That the Administration contact the Minister of Education with respect to this request for a property tax exemption; and
3. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

### Topic and Purpose

The purpose of this report is to receive City Council approval for a five-year tax exemption of the Saskatoon Airport's runways, taxiways and aprons (runways).

### Report Highlights

1. Under *The Cities Act*, City Council may exempt any property from taxation.
2. An exemption has been in place as long as both the Saskatoon Airport Authority (SAA) has been the assessable owner and the runways have been assessed.

### Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability by ensuring that the City of Saskatoon (City) is open, accountable and transparent in regard to taxation decisions, and that it treats similar properties and property owners equitably as required by *The Cities Act*.

### Background

Her Majesty the Queen in Right of Canada (Her Majesty the Queen) is the owner of the land upon which the airport is located.

Her Majesty the Queen and the SAA entered into a ground lease on January 1, 1999, under which the SAA became responsible for the management, development and operation of the airport.

Under the terms of the ground lease, the SAA is responsible for the payment of all municipal property taxes for which the City, prior to 1999, would have received a grant-in-lieu of real property tax from Her Majesty the Queen.

When the airport was operated by Her Majesty the Queen, the Minister of Public Works paid the City a grant-in-lieu of property tax in respect of the Airport. However, aircraft runways were not included as federal property for which grants were paid.

In the ground lease negotiations between Her Majesty the Queen and the SAA, the parties did not contemplate that the aircraft runways would be taxable after the management and operation of the Airport was transferred to the SAA. The most recent five-year exemption will expire on December 31, 2018.

### **Report**

The City is governed by *The Cities Act*, which has provisions that exempt property from tax and allow City Council to exempt a property, in whole or part, from property taxes for a term of no longer than five years. The governing section is 262 of *The Cities Act*.

The lands in question are, and remain, land owned by the Her Majesty the Queen and are exempt from taxation.

As long as the SAA has been the assessable owner, the runways (Attachment 1), have been granted the same exemption from property tax by the City. The rationale is because the former operator did not pay property taxes, in the form of a grant, for the runways as a federally operated facility the same exemption should apply in the case of the SAA.

Although the City could simply treat this property as exempt, out of an abundance of caution, the Administration is recommending that this be treated as an agreement for an exemption and seek and obtain the approval of the Minister of Education. With respect to the agreement, the parties have defined the scope of the exemption and it applies to only the assessed value related to earthwork, concrete, paving, etc. The agreement also contemplated future development and ensured that the exemption would apply to new, similar improvements or upgrades.

There is no fixed assessment amount that is exempted from taxation, as the assessment amount can vary due to quadrennial reassessments and any future expansion needed to support the service for a growing population. The current assessment of the runways is approximately \$35.7 million.

The term of the proposed agreement would remain as a five-year agreement.

### **Options to the Recommendation**

City Council can choose not to exempt the improvements covered by this agreement. The Administration does not recommend this option as historically, these improvements have been exempt from taxation. It should also be noted that other Airport Authorities (Winnipeg, Calgary, and Regina) contacted also exempt similar areas.

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

Stakeholder involvement is limited to the SAA which is seeking a continuation of the exemption for the runways (Attachment 2).

### **Communication Plan**

The SAA has been in contact with the Administration with respect to this proposed agreement and will be notified of City Council's decision regarding the exemption.

### **Financial Implications**

The Municipal and Library tax dollar implications for the exempted areas is \$308,975 for 2018.

### **Other Considerations/Implications**

There are no policy, financial, environmental, privacy or CPTED implications or considerations, and there is no due date for follow-up and/or completion.

### **Public Notice**

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

### **Attachments**

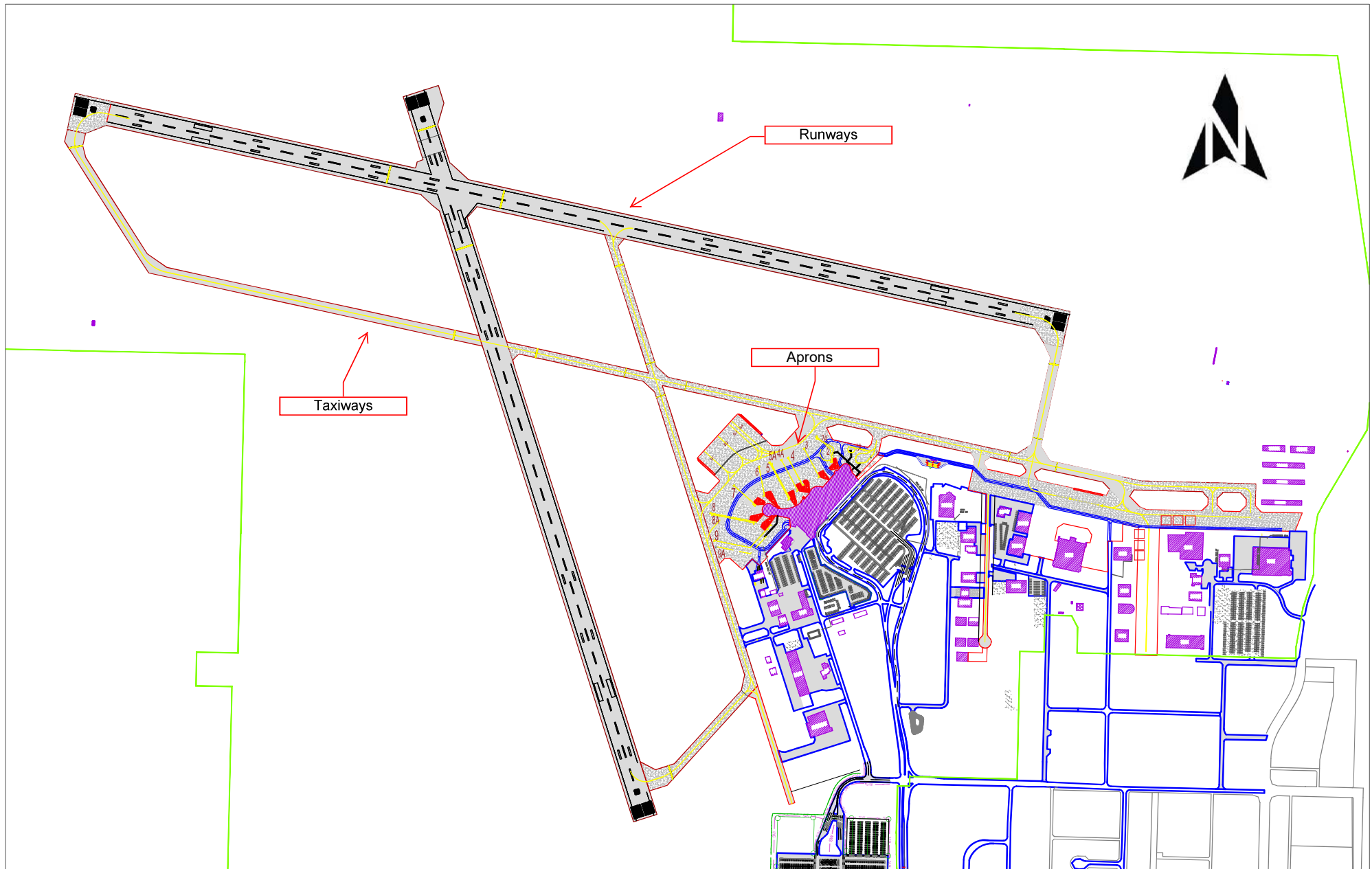
1. Saskatoon Airport Map
2. Letter from SAA dated April 20, 2018

### **Report Approval**

Written by: Darcy Huisman, City Assessor  
Reviewed by: Michael Voth, Acting General Manager, Asset and Financial  
Management Department  
Approved by: Jeff Jorgenson, City Manager

SAA\_Request for Exemption 2018.docx

## Map of Airport





April 20, 2018

Our File: 5168-4

Mr. Kerry Tarasoff  
General Manager, Asset & Financial Management  
City of Saskatoon  
325 – 3<sup>rd</sup> Avenue North  
Saskatoon, SK S7K 0J5

Dear Mr. Tarasoff:

**Re: Saskatoon Airport Authority – Property Taxation**

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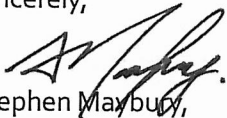
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We appreciate the City's recognition that an efficient, expanded, more modern airport will assist both our Community's airport and the City achieve our economic goals. We ask for your consideration in extending the property tax abatement which is about to expire. Your support has been instrumental in the past success of our community's airport and we look forward to continuing to work with the City on this matter.

Sincerely,



Stephen Maybury,  
President and CEO  
Saskatoon Airport Authority  
cc: Drew Britz, Saskatoon Airport Authority



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

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### **Storm Water Management Credit Program**

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

1. That a Storm Water Management Credit program for Industrial, Commercial, Institutional and Multi-Unit Residential properties be implemented to provide the following maximum credits in three categories up to a total maximum credit of 50%:
  - a. 20% for water quality treatment;
  - b. 30% for reducing storm water runoff peak flow through on-site detention;
  - c. 50% for reducing storm water runoff volume through on-site retention; and
2. That the City Solicitor be requested to amend the new Storm Water Management Utility Bylaw, 2019 to include the approved Storm Water Management Credit program for implementation effective January 1, 2019.

#### **History**

At the November 6, 2018 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the A/General Manager, Transportation and Utilities dated November 6, 2018 was considered.

#### **Attachment**

November 6, 2018 report of the A/General Manager, Transportation and Utilities.

---

## Storm Water Management Credit Program

### Recommendation

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

1. That a Storm Water Management Credit program for Industrial, Commercial, Institutional and Multi-Unit Residential properties be implemented to provide the following maximum credits in three categories up to a total maximum credit of 50%:
  - a) 20% for water quality treatment;
  - b) 30% for reducing storm water runoff peak flow through on-site detention;
  - c) 50% for reducing storm water runoff volume through on-site retention;and
2. That the City Solicitor be requested to amend the new Storm Water Management Utility Bylaw, 2019 to include the approved Storm Water Management Credit program for implementation effective January 1, 2019.

### Topic and Purpose

The purpose of this report is to propose a credit program to reduce storm water management charges paid by Industrial, Commercial, Institutional (ICI) and Multi-Unit Residential (MUR) property owners who make investments to improve quality and reduce quantity of runoff.

### Report Highlights

1. Storm water management charges are based on a user pay principle that approximates runoff based on area and surface imperviousness (how much water it can absorb).
2. Three proposed credits will support the user pay principle by reducing charges to ICI and MUR property owners who invest in on-site storm water management.
3. If approved, steps will be taken to implement the Storm Water Management Credit program for January 1, 2019.

### Strategic Goals

This report supports the Strategic Goal of Environmental Leadership as the proposed program recognizes improved quality of runoff to the Saskatchewan River basin and increased on-site water storage to reduce the risk of property flooding from intense rain events that may become more frequent and intense with climate change. This report also supports the Strategic Goal of Economic Diversity and Prosperity as the credit program can be used by commercial enterprises to offset a portion of their storm water management charges.

## Background

The following directive was approved by City Council at its meeting held on August 28, 2017, in part:

- “ 8. That the Administration report back outlining possible incentives to residential and/or commercial/industrial property owners to promote demonstrated onsite storm water management not only for new development/infill development, but for retrofit with possible emphasis on established and flood-prone areas.”

## Report

### Storm Water Management Charge

The Storm Water Utility is funded by the Storm Water Management Charge. The unit of measure is the Equivalent Runoff Unit (ERU). Since 2012, one ERU has been valued at \$52.80 per year, which is the amount single family residential properties pay.

ICI and MUR properties can generate significantly more storm water runoff than single family residential properties generate; therefore, they are charged multiple ERUs ranging from a minimum of two ERUs (\$105.60) to a maximum of 100 ERUs (\$5,280). In 2017, City Council approved increases to the annual ERU rate from 2019 to 2022 as provided in Attachment 1.

### Storm Water Credits

Several municipalities with storm water utilities offer credits that recognize investments in on-site storm water management that contribute to the following objectives:

- Improve water quality entering the storm water system, rivers, and other water bodies;
- Reduce water entering the storm water system to mitigate flood risk; and
- Reduce annual operating and long-term capital costs for storm water infrastructure.

A summary of other storm water credit programs in Canada is provided in Attachment 2. The formulas proposed for Saskatoon's credit program are based on lessons learned from other municipalities and consultations with representatives of Saskatoon's business community.

A maximum 50% credit of the annual Storm Water Management charge is proposed, which could be a combination of the following credits:

- Maximum of 20% for Water Quality Improvement;
- Maximum of 30% for Peak Flow Reduction; and
- Maximum of 50% for On-site Retention.

Property owners may apply under the category providing the highest credit. Examples of how the credits would be applied to different types of properties is provided in Attachment 3.

The following provides a brief description of the three categories for credits:

1. **Water Quality Improvement Credit:** Based on the percentage of storm water directed through a quality control infrastructure such as an Oil and Grit Separator that meets the minimum standard. Other options, such as low impact development or filters, also will be considered.

Example: If 50% of runoff is directed through an approved Oil and Grit Separator, the credit would be  $50\% \times 20\% = 10\%$ .

2. **Peak Flow Reduction Credit:** Provided for the proportion of peak flow rate reduction by holding the storm water on-site during intense rain and releasing it slowly to the City's storm water system. Eligible infrastructure examples include orifice controls along with parking lot storage, super-pipe storage, roof-top storage, or storm water retention ponds. Credits will be given for reducing the storm water peak flow to the storm water system for a standard 1-in-2 year rain event. The maximum credit of 30% is proposed for peak flow reduction of up to 75%. The credit is equal to 0.4 multiplied by the peak flow reduction percentage.

Example: If 50% of the peak flow from a 1-in-2 year rain event is directed to a detention infrastructure, the credit would be  $0.4 \times 50\% = 20\%$ .

3. **On-site Retention Credit:** Offered for retaining storm water on-site and not releasing it to the City's storm water system. Examples of eligible low impact development infrastructure that could retain runoff include rain gardens, cisterns, permeable pavement, infiltration galleries, green roofs, and rainwater harvesting systems. A credit of 2% per millimeter of water retained up to 50% maximum is proposed.

Example: If infrastructure retains runoff from a 20 mm rainfall on-site, the credit would be  $20 \times 2\% = 40\%$  credit.

Property owners will submit a storm water credit application effective for up to five years to include the amounts certified by a qualified professional engineer with supporting calculations and maintenance plans to be verified by a City Engineer. Property owners with on-site storm water management plans, previously approved by the City, will need to apply for the credits but will not be required to have their application certified by their engineer to keep their application costs low. The renewal process will aim to minimize required paperwork, but some maintenance plans may require annual maintenance records or receipts to verify continuing credit eligibility. Proposals for multi-site storm water management will be considered on a case-by-case basis.

City staff will require written permission by the owners to perform limited inspections to confirm that the on-site storm water infrastructure is operating as expected.

If the system is not maintained or an inspection deems the system to not be working as described, the credit may be decreased or terminated, and the property owner will be required to pay back any credits received since the last verification by the City.

### Next Steps

If the Storm Water Management Credit program is approved, the Administration will consult with business representatives on implementation details. An application form and manual will be prepared.

A separate report, The Storm Water Management Utility Bylaw, 2019, is recommending that the City Solicitor be requested to consolidate Bylaw No. 8070, The Storm Water Management Utility Bylaw, 2001 and Bylaw No. 8987, The Storm Water Management Utility Bylaw, 2011 into a new bylaw. This new bylaw will be prepared to incorporate the Storm Water Management Credit program, if approved, with implementation to begin January 1, 2019.

### **Options to the Recommendation**

City Council may choose to not adopt a Storm Water Management Credit program. Commercial properties that make substantial investments in on-site storm water treatment, retention, and/or detention would pay the same annual charges as other similar properties without enhancements.

Credits for single-family residential properties are an option but are not recommended because of the relatively high costs that residential properties would need to incur to have meaningful impacts on storm water runoff, the cost to administer, and the lower storm water fees that they pay compared to commercial properties. Comments from other jurisdictions indicated that the uptake for residential credits has been lower than expected and that the impact on the storm water system has not justified the program. Saskatoon residents are currently eligible for a \$20 rebate towards purchases of rain barrels.

City Council may request changes to the proposed credit program such as eligibility or credit amounts. The proposed program has considered the City's objectives for on-site storm water management, financial implications, and other municipalities' credit programs.

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

In July and September 2018, discussions were held with invited representatives from the business community including the Greater Saskatoon Chamber of Commerce, North Saskatoon Business Association, Saskatoon and Region Homebuilders Association, development companies, and engineering firms to get feedback about the proposed credit program. The proposed credit program concept was well-received and changes were made to the proposed program based on the input. The business representatives will be consulted again as implementation details are being finalized. Phone interviews were also conducted with representatives from other municipalities about the take-up and the reaction by businesses to their programs.

In addition, internal stakeholders were consulted to determine the impact on the billing process.

### **Communication Plan**

As the new ERU rates for commercial properties are phased-in, businesses will be encouraged to consider opportunities to take advantage of the storm water management credits. The credits will be promoted to businesses with a targeted campaign including inserts in the 2019 annual Storm Water Utility bills. The Administration will also work in collaboration with business organizations and others to promote the credit program to their members. Information about the credits will be provided on [Saskatoon.ca](http://Saskatoon.ca) and support will be provided by the Storm Water Utility for businesses who want to learn more. The messaging to businesses will emphasize the importance of on-site storm water management to reduce flood risks.

### **Financial Implications**

The projected cost to set-up, administer and communicate the program in 2019 will be \$24,000 and will be absorbed in existing Capital Project #1619 – Storm Sewer Trunk Network Management. Over the longer term, depending on program take-up, an annual budget of \$20,000 is required for program administration and will be incorporated in the Storm Water Utility's operating budget.

The reduction in Storm Water Utility revenue will depend on the number of properties that apply for the credit, the ERUs that the eligible properties pay, and their eligible credits. The credit is expected to mostly reduce future increases in revenue that would be paid by developments that implement infrastructure to meet new standards for storm water quality and quantity. In 2019, if a property were to be eligible for the full 50% credit, the credit value per property would range from \$66.30 to \$3,315 depending on how many ERUs they pay. The credits will increase from 2020 to 2022 due to approved rate increases for the Storm Water Management charges. The Storm Water Utility bills will be adjusted for owners who qualify for the credit.

Since the new design standards were put in place in 2016, 25 properties were required to install an Oil and Grit Separator and 85 properties were required to control runoff volume. If 110 companies with an average of 22 ERUs were eligible for an average credit of 30%, the total reduction in revenue would be \$48,000 in 2019. If the number of businesses taking advantage of the credit increases by 25% annually, and including rate increases, the Storm Water Utility's expected annual revenue will be \$258,000 (1.9% of revenues) less than it otherwise would be after five years. These estimates are expected to be high based on experiences of other municipalities.

### **Environmental Implications**

The proposed credits promote improved quality and reduced quantity of runoff to the river with positive environmental impacts expected. The credits will contribute to the Green Infrastructure Strategy by rewarding property owners who make investments in low impact development infrastructure.

Increased on-site water storage will reduce the risk of property flooding from intense rain events that may become more frequent and intense with climate change.

### **Other Considerations/Implications**

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

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

If the Storm Water Management Credit program is approved, the City Solicitor will incorporate the necessary changes in the new Storm Water Utility Management Bylaw, 2019 which will be prepared for City Council for December 2018. Impacts of the new program will be reported in the Storm Water Utility's Annual Reports.

### **Public Notice**

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

### **Attachments**

1. Storm Water Management Charges
2. Municipal Storm Water Utility Credit Programs Summary
3. Storm Water Credit Cost Scenarios

### **Report Approval**

Written by: Angela Schmidt, Acting Manager, Storm Water Utility, Saskatoon Water  
Reviewed by: Reid Corbett, Director of Saskatoon Water  
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

Admin Report AS – Storm Water Management Credit Program

## Storm Water Management Charges

The Storm Water Utility is funded by the Storm Water Management Charge. The unit of measure is an Equivalent Runoff Unit (ERU), which is used by many municipalities for storm water utility billing. A single family residential dwelling is deemed to produce one ERU of storm water runoff and represents 265.4 m<sup>2</sup> of impervious surface such as roofs, driveways, and sidewalks. Single family residential properties pay \$4.40 per month (\$52.80 per year) for one ERU.

Multi-Unit Residential (MUR) and Industrial, Commercial, and Institutional (ICI) properties can generate significantly more storm water runoff than single family residential properties generate; therefore they are charged multiple ERUs ranging from an annual minimum of two ERUs (\$105.60) to a maximum of 100 ERUs (\$5,280) in 2017. Properties exempt from storm water charges include roads, right-of-ways, properties zoned as agricultural, and properties that drain directly to the South Saskatchewan River.

The seven-year phase-in of ERUs charged to commercial sites began in 2012 with the annual caps shown in Table One: Storm Water Management Charge Cap, 2012 to 2018.

<b>Table One: Storm Water Management Charge Cap 2012 to 2018</b>		
<b>Year</b>	<b>Maximum # of MUR, ICI ERUs</b>	<b>Maximum MUR, ICI Annual ERU Charge</b>
2012	10	\$ 528
2013	25	\$1,320
2014	40	\$2,112
2015	55	\$2,904
2016	70	\$3,696
2017	85	\$4,488
2018	100	\$5,280

In August 2017, City Council approved a four-year phase out from 2019 to 2022 for the temporary Flood Protection Program (FPP) charge applied to each water meter, with similar increases to the annual ERU charge as shown in Table Two: Flood Protection and Storm Water Management Charges, 2018 to 2022.

<b>Table Two: Flood Protection and Storm Water Management Charges 2018 to 2022</b>				
<b>Year</b>	<b>FPP Charge (Per Water Meter)</b>	<b>Residential Annual ERU Charge</b>	<b>Min. MUR, ICI Annual ERU Charge</b>	<b>Max. MUR, ICI Annual ERU Charge</b>
2018	\$54.00	\$52.80	\$105.60	\$5,280
2019	\$40.50	\$66.30	\$132.60	\$6,630
2020	\$27.00	\$79.80	\$159.60	\$7,980
2021	\$13.50	\$93.30	\$186.60	\$9,330
2022	\$0	\$106.80	\$213.60	\$10,680

In 2018, approximately one third of the Storm Water Utility's \$6.2 million in revenue is paid by ICI customers and about two thirds is paid by residential including MUR customers. In 2022, revenues of \$13.68 million are expected, with ICI customers accounting for two thirds of the revenue.

# Municipal Storm Water Utility Credit Programs Summary

## Storm Water Management

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## EXECUTIVE SUMMARY

The purpose of this report is to compare other cities' Storm Water Management Credit and rebate programs to identify options for implementation in Saskatoon. Cities offer credits for non-residential properties that implement best management practices for peak flow reduction, runoff volume reduction, water quality improvement, education, and pollution prevention. The maximum total credit possible ranges between 45% and 50%, and each city varies on how they allocate credit percentages. Some cities also offer residential properties with credits or rebates for the installation of rain barrels, raingardens, bio-swales, permeable paving, and cisterns.



## Introduction

This document outlines incentive programs that Canadian cities have implemented to reward investments in green infrastructure and storm water management practices on private property. Several cities have implemented storm water incentives for industrial, commercial, institutional, and multi-residential properties that contribute less water to the storm water system, and a fewer number have credits and rebates for single family residential properties.

## Storm Water Incentive Overview

**Table 1** provides an overview of the storm water incentives in seven different Canadian cities. Residential credits are generally based on volume of water stored or impervious areas treated whereas non-residential and multi-residential credits are often based on best management practices. Some cities have only implemented programs for non-residential and multi-residential properties to target larger contributors with more significant impact.

**Table 1: Overview of Storm Water Credits for Seven Canadian Cities**

City	Site Type	Basis For Credit	Details
Victoria, BC	Residential	-Rebates based on area of water stored or impervious area treated -Credits based on roof area treated	-Rain Gardens → \$375-\$1000 rebate -Rain Barrels → \$35-\$100 rebate -Cistern → \$180-\$600 rebate -Permeable Paving → \$200-\$750 rebate → \$750-\$1,500 rebate if accompanied by rock reservoir -10% credit if at least 25 sq. m of roof area is treated by any method
	Multi-residential and Non-residential	-Credits based on impervious area treated	-up to 40% credit depending on type of green infrastructure and area treated on a tired system.
Kitchener, ON	Residential	-Credits based on volume of water captured	-200-800L captured maximum credit 20% -801-3200L captured maximum credit 30% -3201L or more captured maximum credit 45%



**Table 1 Continued: Overview of Storm Water Credits for Seven Canadian Cities**

City	Site Type	Basis For Credit	Details
Kitchener, ON	Non-Residential	- Credits based on best management practices	-up to 25% credit for quantity control -up to 15% credit for quality control -up to 5% credit for educational programs implemented
Waterloo, ON	Residential	-Credits based on volume of water captured	-200-400L captured for credit of 9% -401-800L captured for credit of 18% -801-2000L captured for credit of 27% -2001-3200L captured for credit of 36% -≥3201L captured for credit of 45%
	Non-Residential	- Credits based on best management practices	-up to 25% credit for quantity control -up to 15% credit for quality control -up to 5% credit for educational programs implemented
Mississauga, ON	Residential	N/A	N/A
	Multi-residential and Non-residential	- Credits based on best management practices	-up to 40% credit for peak flow reduction -up to 10% credit for water quality treatment -up to 15% credit for runoff volume reduction -up to 5% credit for pollution prevention -Overall maximum credit of 50%
Edmonton, AB	Residential	N/A	N/A
	Non-residential	-Sites that demonstrate they contribute less to the storm water system than similar properties	-largely undeveloped sites -Sites with on-site storm water management -sites that drain directly to the North Saskatchewan river
London, ON	Large Properties	-Low and medium density residential properties receive a reduction	-low and medium density properties above 0.40 acres are assessed at 50% and 65% of their property size respectively
	Other	-Sites that demonstrate they contribute less to the storm water system than similar properties	-Properties can apply for reduced charges up to 50% based on a drainage report stamped by a qualified engineer that supports reason for reduction.
Guelph, ON	Residential	N/A	N/A
	Non-residential and Multi-residential properties of six units or more	-Credits based on best management practices	(Up to 50% maximum credit available) -15% for peak flow reduction -40% runoff volume reduction -15% water quality treatment -15% operations and activities



**Table 2** compares some rebates and credits that are offered in a sample of Canadian cities. Edmonton, AB and London, ON were not compared as they do not apply their rewards based on the same criteria as the cities compared in the table. The only storm water incentive currently available in Saskatoon is a \$20.00 rebate for rain barrels.

**Table 2: Rebates and Credits in Canadian Municipalities**

Action	Victoria, BC	Kitchener, Waterloo, ON	Mississauga, ON	Guelph, ON
Residential Rain Garden 40 m <sup>2</sup>	\$600 rebate 10% credit			
Residential Rain Barrel 500L	\$50 rebate	18% to 20% credit		
Residential Cistern 3500L	\$525 rebate 10% credit	45% credit		
Large Non-Residential Cistern Plumed for Indoors Treating 50% of Impervious Area	22% credit	Up to 25% credit for storage	Up to 15% credit for storage	Up to 40% credit for storage
Oil and Grit Separator		5-15% credit for quality	Up to 10% credit for quality	Up to 15% credit for quality
Education Program (Employee/ Student)		Up to 5% credit		Up to 5% credit

Five cities give credits to non-residential properties based on peak flow reduction, run off volume reduction, water quality improvement, education, and/or pollution prevention. Although Saskatoon does not currently have any type of credit program, the percentages stated in **Table 3** are the credit amounts that are proposed for implementation. All of the cities offer a 45% - 50% total credit maximum with variance in which items are considered for credit and how much each aspect is worth.

**Table 3: Non-Residential Credit Percent Allocations**

Municipality	Peak Flow Reduction	Run Off Reduction	Water Quality Improvement	Education	Pollution Prevention	Maximum Total
Victoria, BC	-	50	-	-	-	50
Kitchener, ON	-	25	15	5	-	45
Guelph, ON	15	40	15	5	10	50
Mississauga,	40	15	10	-	5	50
Waterloo, ON	-	25	15	5	-	45
Saskatoon, SK (proposed credits)	30	50	20	-	-	50



## Incentive Programs by Municipality

The storm water incentive programs for seven Canadian cities are summarized in more detail below.

### Victoria, BC

Victoria's Rainwater Rewards program provides both rebates and credits to citizens. The rebates and credits are based on the volume of rainwater trapped or the permeable area created. Rebates are one time incentives for implementing storm infrastructure and are summarized in **Table 4**. Credits are ongoing percentages off of storm water bills. Examples of low density residential credits are shown in **Table 5**. Similar credits up to 40% are available for non-residential properties; Rainwater Rewards Credits for Businesses, Institutions, Condos, and Apartments are in **Table 6**.

**Table 4: Low Density Residential Rebates Victoria, BC**

Rainwater Management Method	Min. Size	\$/L	\$/sq. m	Min. Rebate	Max Rebate
Rain Barrel (2x175L size)	350 L	\$0.10		\$35	\$100
Cistern	1200 L	\$0.15		\$180	\$600
Rain Garden/ Bioswale/ Infiltration chamber	25 sq. m		\$15	\$375	\$1,000
Permeable Pavement	10 sq. m		\$20	\$200	\$750
Permeable Pavement with Rock Reservoir	25 sq. m		\$30	\$750	\$1,500

Source: [http://www.victoria.ca/EN/main/residents/water-sewer-stormwater/stormwater/credit\\_rebate\\_amounts.html](http://www.victoria.ca/EN/main/residents/water-sewer-stormwater/stormwater/credit_rebate_amounts.html)

**Table 5: Low Density Residential Credits Victoria, BC**

Rainwater Management Method	Min. Size	Min. Roof area Treated (sq. m)	Ongoing Credit
Cistern	1200L	25	10%
Infiltration Chamber		25	10%
Rain Garden		25	10%
Bioswale		25	10%
Permeable Paving	10 sq. m		10%
Permeable Paving with Rock Reservoir		25	10%

Source: [http://www.victoria.ca/EN/main/residents/water-sewer-stormwater/stormwater/credit\\_rebate\\_amounts.html](http://www.victoria.ca/EN/main/residents/water-sewer-stormwater/stormwater/credit_rebate_amounts.html)



**Table 6: Rainwater Rewards Credits for Businesses, Institutions, Condos, and Apartments**

Impervious Area Treated (%)	Credit (%) Infiltration Chamber/ Rain Garden/ Bioswale/ Permeable Pavement/ Cisterns Plumbed for Indoors/ Intensive Green roofs	Credit (%) Cisterns – Hand Use	Credit (%) Cisterns – Irrigation System Extensive Green Roofs
10	4	2	3
15	7	3	5
20	9	4	7
25	11	6	8
30	13	7	10
35	16	8	12
40	18	9	13
45	20	10	15
50	22	11	17
55	24	12	18
60	27	13	20
65	29	14	22
70	31	16	23
75	33	17	25
80	36	18	27
85	38	19	38
90	40	20	30

Source:

<http://www.victoria.ca/assets/Departments/Engineering~Public~Works/Documents/SWURainwaterRewardsCredits.pdf>

### **Kitchener, ON**

Storm water credits are available to residential and non-residential property owners and can reduce the storm water utility bill by up to 45%. For residential properties the credit is based on the volume of storm water diverted as shown in **Table 7**. For non-residential properties the credit is based on best management practices (BMP) with credits for flood prevention (quantity), pollution reduction (quality), and education as shown in **Table 8**. For the quality credit type, the credit levels are based on the long term average removal of total dissolved solids and the percentage of impervious area directed towards quality control.



**Table 7: Residential Storm Water Utility Credit Types and Ranges in Kitchener, ON**

Credit Type	Volume Captured	BMP Examples	Maximum Credit
Basic	200 - 800 L	1-4 rain barrels, small cistern	20%
Normal	801 - 3200 L	Large cistern, combination of cisterns and rain barrels	30%
Enhanced	3201 L or more	Large cistern, infiltration gallery	45%

Source: [http://www.kitchener.ca/en/livinginkitchener/Stormwater\\_Credit\\_Application\\_Residential.asp](http://www.kitchener.ca/en/livinginkitchener/Stormwater_Credit_Application_Residential.asp)

**Table 8: Non-Residential Storm Water Utility Credit Types and Ranges in Kitchener, ON**

Credit Type	BMP Examples	Maximum Credit
Quantity	Quantity control pad, parking lot storage, rooftop storage	25%
Quality	Filter strip, paved area sweeping program, salt management program	15%-Enhanced 10%-Normal 5%-Basic
Education	Employee, customer, student education program	5%

Source: [http://www.kitchener.ca/en/livinginkitchener/Stormwater\\_Credit\\_Application\\_Non\\_residential.asp](http://www.kitchener.ca/en/livinginkitchener/Stormwater_Credit_Application_Non_residential.asp)

### **Waterloo, ON**

Waterloo has a similar storm water credit program as the City of Kitchener. Credits are available to both residential and non-residential property owners and can reduce the storm water utility bill by up to 45%. For residential properties the credit is based on the volume of storm water diverted as shown in **Table 9**. For non-residential properties the credit is the same as Kitchener's, which can be seen in previous **Table 8**. The non-residential credit is based on best management practices with credits for flood prevention (quantity), pollution reduction (quality), and education.

**Table 9: Residential Storm Water Utility Credit Ranges in Waterloo, ON**

Volume Captured	Credit Granted
200 – 400 L	9%
401 – 800 L	18%
801 – 2000 L	27%
2001 – 3200 L	36%
≥3201 L	45%

Source: <http://www.waterloo.ca/en/living/EligibilityResidential.asp>



### **Mississauga, ON**

Credits are available for multi-residential and non-residential properties up to 50% based on best management practices including peak flow reduction, water quality treatment, runoff volume reduction, and pollution prevention. **Table 10** outlines Mississauga's storm water reductions. Credit applications must be renewed at a minimum of every five years or anytime the site is modified in a way that might impact its runoff performance. Credit applications must contain supporting documentation by a qualified professional engineer.

**Table 10: Storm Water Credit Amounts for Mississauga, ON**

Category	Evaluation Criteria	Total Credit
Peak Flow Reduction	Percent reduction of the 100-year post-development flow to pre-development conditions of site	Up to 40%
Water Quality Treatment	Consistent with Provincial criteria for enhanced treatment	Up to 10%
Runoff Volume Reduction	Percent capture of first 15 mm of rainfall during a single rainfall event	Up to 15%
Pollution Prevention	Develop and implement a pollution prevention plan	Up to 5%

\*Credits can only be granted up to a max of 50%

Source: <https://www.mississauga.ca/portal/services/credit-program>

### **Edmonton, AB**

Storm water utility credits may apply to properties where owners have demonstrated that they contribute significantly less storm water per square metre than other similarly zoned properties. Reduced factors may also apply to non-residential properties that are:

- largely undeveloped;
- utilizing on-site storm water management; or
- Draining directly into the North Saskatchewan River without utilizing Edmonton's drainage system.

Applications must be signed and sealed by an independent engineer registered in Alberta and must be renewed on a five-year basis or sooner if there is changes to the sites drainage characteristics.

[https://www.edmonton.ca/city\\_government/documents/SWUPolicyAndProcedure.pdf](https://www.edmonton.ca/city_government/documents/SWUPolicyAndProcedure.pdf)

### **London, ON**

Reductions are available for large properties (area above 0.40 acres) that are low or medium density residential which are assessed at 50% and 65% of the property size respectively. Other properties may apply to be assessed for a reduction up to 50% based on a drainage report prepared and stamped by a professional engineer that supports the reason for reduction.

<http://www.london.ca/city-hall/by-laws/Documents/wastewater-and-stormwater-WM28.pdf>



### **Guelph, ON**

Guelph has a similar program to that of Mississauga. Credits are available for multi-residential of at least six units or more and non-residential properties up to 50% based on best management practices including peak flow reduction, water quality treatment, runoff volume reduction, and operations and activities (which includes pollution prevention and education).

**Table 11** outlines Guelph's storm water reductions. Credit applications must be renewed at a minimum of every four years or anytime the site is modified in a way that might impact its runoff performance. Credit applications must contain supporting documentation certified by a qualified professional engineer.

**Table 11: Storm Water Credit Amounts for Guelph, ON**

<b>Credit category</b>	<b>Description and basis for charge reduction</b>	<b>Maximum credit</b>
Peak flow reduction	Facilities that control the peak flow of storm water discharged from the property, based on the outlet rate in comparison to natural hydrologic conditions.	15%
Runoff volume reduction	Facilities that control the amount of storm water retained on the property, based on retention volume resulting from increased infiltration, evapotranspiration, or reuse.	40%
Water quality treatment	Facilities that control the quality of storm water discharged from the property, based on treatment type, pollutant load reduction, or Ministry of the Environment and Climate Change level of protection.	15%
Operations and activities	Non-structural measures including education programs and pollution prevention / risk management practices.	15%

<https://guelph.ca/living/environment/water/stormwater/stormwater-service-fee-credit-program/>

# Storm Water Credit Cost Scenarios

## 1.0 Introduction

The costs for several onsite storm water management options were examined and the potential credits were estimated based on realistic options that a site may implement to improve the quality of their runoff, reduce the runoff quantity, or delay the flow from their property to the storm water system. The cost analysis showed that credits could be beneficial to larger properties that are required to implement onsite storm water management as part of the permitting approval process, but they may not provide sufficient financial incentive to encourage retrofitting of existing properties that are not required to meet the standards for new developments. The credits do help to recognize the increased costs borne by properties that manage the quantity and quality of their storm water runoff onsite.

Saskatoon's Storm Water Credit program proposal will aim to minimize the costs to applicants through an efficient application process with the following considerations:

- Storm Water credit application form.
- Specifications and design drawings.
  - Some measures will require design drawings and calculations completed by qualified designer (engineer or landscape architect).
- Confirmation that installation was as designed.
- Maintenance plan if applicable.
- Approved credits to be applicable for five years if the measure is maintained as per the plan, unless changes are made that would change the credit eligibility.
- Verification of eligibility for credits by a qualified engineer only in instances where calculations have not been provided by the supplier or have not previously been submitted and approved by the City as part of the permitting process.
- Renewal form and verification of maintenance for renewal after five years.
  - Some measures will require submission of annual maintenance records.
- Possible site inspection by City staff.

The maximum capital and ongoing maintenance cost savings to the City was estimated based on the assumption that all properties in a neighbourhood were to be pervious and retain 100% of their runoff onsite with no runoff to the storm water system in a 1-in-2 year storm. Runoff from streets and roads comprising about 20% of the neighbourhood area would flow to the storm water system. Based on these assumptions, the capital cost of a storm water management system could be reduced by up to 50% if all sites were to retain their runoff onsite. The cost of the system maintenance is expected to follow the same proportion. This analysis supports the concept of the 50% cap for the storm water credit proposal.

## 2.0 Storm Water Credit Examples

### 2.1 Property One: Office with Two Equivalent Runoff Units (ERUs)



Land Use	ERUs	Site Area (m <sup>2</sup> )	Building Area (m <sup>2</sup> )	Paved Area (m <sup>2</sup> )	Grass Area (m <sup>2</sup> )
Commercial Office	2	889	496	72	321

**Storm Water Management:** Above ground storage tank for water reuse

#### Assumptions/Notes:

- ERU's from building:  $496 \text{ m}^2 \times 0.9 / 295.4 \text{ m}^2 = 1.5 \text{ ERU's}$
- Storage tank size: 5 mm over the building area ( $496 \text{ m}^2$ ) = 2,500 L
- Credit percentage: 5 mm x 2% = 10% for ERU's from building
- ERU credits: 10% x building ERU's (1.5) = 0.15 ERU's
- Overall credit percentage:  $0.15 \text{ ERU} / 2 \text{ ERU} = 7.5 \%$
- Multiple tanks may be required to capture water at multiple downspouts.

#### Cost Assumptions for Company

<b>Capital Costs</b>	\$1,600 - \$2,200
<b>Annual Maintenance Costs</b>	\$0 - \$100
<b>No Engineering Fee Required to Certify Application</b>	\$0

Storm Water Onsite Retention Credit						
	2019	2020	2021	2022	2023	Five-Year Total
<b>Storm Water Fee (no credit)</b>	\$132.60	\$159.60	\$186.60	\$213.60	\$213.60	\$906.00
<b>7.5% Credit</b>	\$9.95	\$11.97	\$14.00	\$16.02	\$16.02	\$67.96

## 2.2 Property Two: Gas Station with Seven ERUs



Land Use	ERUs	Site Area (m <sup>2</sup> )	Building Area (m <sup>2</sup> )	Paved Area (m <sup>2</sup> )	Grass Area (m <sup>2</sup> )
Gas Station	7	2,076	629	1,447	0

### Storm Water Management: Oil and Grit Separator (OGS)

#### Assumptions/Notes:

- New development that requires OGS to meet development standards
- Information from OGS supplier provides information required by company for application
- OGS captures the entire site runoff with 80% total suspended solids (TSS) removal
- Overall credit percentage: 20%

### Cost Assumptions for Company

Capital Costs	\$15,000 - \$50,000
Annual Maintenance Costs	\$2,300
No Engineering Fee Required to Certify Application	\$0
Administration Cost to Submit Maintenance Record (if requested)	\$50 - \$100

Water Quality Improvement Credit						
	2019	2020	2021	2022	2023	Five-Year Total
Storm Water Fee (no credit)	\$464.10	\$558.60	\$653.10	\$747.60	\$747.60	\$3,171.00
Credit	\$92.82	\$111.72	\$130.62	\$149.52	\$149.52	\$634.20

### 2.3 Property Three: Office Space with 12 ERUs



Land Use	ERUs	Site Area (m <sup>2</sup> )	Building Area (m <sup>2</sup> )	Paved Area (m <sup>2</sup> )	Grass Area(m <sup>2</sup> )
Commercial Office Space	12	4,210	1,250	1,967	76

**Storm Water Management:** Bioretention in parking lot

#### Assumptions/Notes:

- Installed during parking lot construction to direct flow into bioretention garden
- Designed with overflow beehive grate drain, no under drain system, and 200 mm of storage between surface and overflow drain
- ERU's from paved area:  $1,967 \text{ m}^2 \times 0.9 / 295.4 \text{ m}^2 = 6.7 \text{ ERU's}$
- Bioretention size = 4% of paved area =  $80 \text{ m}^2$
- Water retained = 16,000 litres, equivalent to 8.5 mm runoff from paved area – bioretention area
- Credit percentage:  $8.5 \text{ mm} \times 2\% = 17\%$  for ERU's from paved area
- ERU credits:  $17\% \times \text{paved ERU's (6.7)} = 1.1 \text{ ERU's}$
- Overall credit percentage:  $1.1 \text{ ERU} / 12 \text{ ERU} = 9.2 \%$

#### Cost Assumptions for Company

Capital Costs	\$15,000 - \$18,000
Annual Maintenance Costs	\$750 - \$1,800
Engineering Fee to Certify Application (If applicable)	\$0 to \$5,000

Storm Water Onsite Retention Credit						
	2019	2020	2021	2022	2023	Five -Year Total
Storm Water Fee (no credit)	\$795.60	\$957.60	\$1,119.60	\$1,281.60	\$1,281.60	\$5,436.00
Credit	\$73.20	\$88.10	\$103.00	\$117.91	\$117.91	\$500.12

## 2.4 Property Four: Car Lot with 32 ERUs



Land Use	ERUs	Site Area (m <sup>2</sup> )	Building Area (m <sup>2</sup> )	Paved Area (m <sup>2</sup> )	Grass Area (m <sup>2</sup> )
Commercial Car Lot	32	9,648	1,625	7,722	301

**Storm Water Management:** Parking lot peak flow detention with orifice control

### Assumptions/Notes:

- Volume stored on parking lot with orifice for peak flow reduction
- Orifice installed during initial development
- 50% of the peak flow from a 1-in-2 year rain event is detained from entire site
- Overall credit percentage:  $0.4 \times 50\% = 20\%$

### Cost Assumptions for Company

Capital Costs (Assumes cost of onsite storage is part of parking lot grade design)	\$200 - \$1,000 for Orifice
Annual Maintenance Costs	\$0 - \$100
Engineering Fee to Certify Application (If applicable)	\$0 - \$5,000
Administration Cost to Submit Maintenance Record (if requested)	\$0 - \$50

Storm Water Peak Flow Reduction Credit						
	2019	2020	2021	2022	2023	Five-Year Total
Storm Water Fee (no credit)	\$2,121.60	\$2,553.60	\$2,985.60	\$3,417.60	\$3,417.60	\$14,496.00
Credit	\$424.32	\$510.72	\$597.12	\$683.52	\$683.52	\$2,899.20

## 2.5 Property Five: Commercial Mall with 100 ERUs



Land Use	ERUs	Site Area (m <sup>2</sup> )	Building Area (m <sup>2</sup> )	Paved Area (m <sup>2</sup> )	Grass Area (m <sup>2</sup> )
Commercial Mall/Retail	100	30,670	5,253	24,262	1,155

**Storm Water Management:** Parking lot peak flow detention with orifice control

### Assumptions/Notes:

- Volume stored on parking lot with orifice for peak flow reduction
- Orifice installed during initial development
- 50% of the peak flow from a 1-in-2 year rain event is detained from entire site
- Overall credit percentage:  $0.4 \times 50\% = 20\%$

### Cost Assumptions for Company

Incremental Capital Costs	\$500 - \$1,500 for orifice
Annual Maintenance Costs	\$0 - \$200
Engineering Fee to Certify Application (If applicable)	\$0 - \$5,000
Administration Cost to Submit Maintenance Record (if requested)	\$0 - \$50

Storm Water Peak Flow Reduction Credit						
	2019	2020	2021	2022	2023	Five-Year Total
Storm Water Fee (no credit)	\$6,630	\$7,980	\$9,330	\$10,680	\$10,680	\$45,300
Credit	\$1,326	\$1,596	\$1,866	\$2,136	\$2,136	\$9,060

### 3.0 Cost Ranges For Storm Water Management Measures

#### 3.1 Above Ground Storage Tank and Reuse (Retention)

This method is the same as a residential rain barrel, but sized to hold more water from a larger roof area. The volume required is simply rain depth x roof area. Operation will require the tank to be emptied, ideally used as irrigation on landscaping, between rain events. An automated irrigation system can be installed at additional cost, or the tank can be manually emptied.

This table provides cost estimates by tank material.

Tank Type Cost Chart (\$/L, installation not included)			
Fiberglass	Steel	Plastic	Concrete
35,000 L and up	1,800 - 57,000 L	190 – 5,700 L	7,500 L and up
\$ 0.60	\$ 1.13	\$ 0.64	\$ 0.75

<b>Capital Costs</b>	\$3-5/m <sup>2</sup> drainage area for 5 mm capture. \$15-20/m <sup>2</sup> drainage area for 25 mm capture.
<b>Annual Maintenance Costs</b>	\$100 - \$500

Sources: WERF LID Cost estimation tools, adjusted to 2018 CAD\$.

Assumptions/Notes: Tanks attach to downspouts and may be required at more than one location to cover the entire roof area. Retention credits require the water to be used for onsite irrigation. Basic maintenance involves cleaning inflow filters, disinfecting the tank every year, and ensuring tank is empty in the fall.

### 3.2 Oil and Grit Separators (Water Quality)

Oil and Grit Separators are installed inline with the storm sewer pipes to remove oil and grit before the water leaves the site. They require emptying and cleaning on approximately an annual basis, depending on loading. Costs increase with size of unit required.

<b>Capital Costs:</b>	\$15,000 to \$50,000+
<b>Annual Maintenance Costs:</b>	\$1,500 to \$5,000
<b>Company Administration Cost to Submit Maintenance Record</b>	\$50 to \$200

Sources: City of Saskatoon, Stormceptor

Assumptions/Notes: OGS must be sized for the site and anticipated pollutant level. The manufacturer will provide design advice at time of purchase.

### 3.3 Orifice Control and Parking Lot Detention (Peak Flow Reduction)

An orifice restricts the amount of flow entering the downstream system, while the parking lot floods in a shallow, planned fashion to hold back water until the peak flow has passed.

<b>Capital Costs</b>	Orifice is \$200 to \$1,000
<b>Annual Maintenance Costs</b>	Annual inspection and cleaning if necessary
<b>Certification by Engineer</b>	Included in purchase.

Sources: City of Saskatoon

Assumptions/Notes: Orifice sizing requires calculation of desired flow rates, and the required storage should be planned in the parking lot grading established before construction. The engineer responsible for site design will complete this work.

### 3.4 Orifice Control and Underground Storage (Peak Flow Reduction, Retention)

If it is undesirable to hold water above ground, storage may be provided in a buried storage system. Some infiltration may be possible, depending on the soil properties. This can provide some credit for retention, as well as the detention that is the primary objective.

<b>Capital Costs including Installation</b>	\$800 to 1,000/m <sup>3</sup>
<b>Annual Maintenance Costs</b>	Cleaning cost estimated to be 2% of capital cost
<b>Certification by Engineer</b>	Included in purchase.

Sources: Stormtrap® for Capital Cost, City of Saskatoon

Assumptions: Installed during initial development construction for proper grading and inlets.

### 3.5 Bioswales (Retention, Water Quality, and/or Detention)

Bioswales or Raingardens are landscaping features designed to retain, infiltrate, and treat runoff. They are deeper than typical flower beds, and are filled with layered media to increase the space available for water. Some water will be retained and used by the plants, while some of the retained water will infiltrate. With a connected underdrain, excess water can move through the soil which will act as a filter to remove TSS and other pollutants. This type of system will also delay peak flows, as water flows through the bioswale at a slower rate than it would move over the surface. The specific design will determine which types of credits will be awarded to bioswale installations.

Price is proportional to size. Maintenance costs will be slightly higher than conventional landscaping to allow for cleaning of the underdrain system and removal of trash and surface sediment.

<b>Capital Costs (landscaping and design)</b>	Median cost: \$10/m <sup>2</sup> contributing area
<b>Annual Maintenance Costs could include sedimentation removal and periodic regrading</b>	\$100 to \$10,000+
<b>Certification by Engineer</b>	\$1,000 to \$5,000

Sources: WERF LID Cost estimation tools, adjusted to 2018 CAD\$.

Assumptions/Notes: Design report required to estimate the credits in each category.

### 3.6 Cistern with Reuse (Retention)

This is the same concept as the tank, but underground. A pump is required to allow reuse of the water, which introduces higher maintenance costs. This method takes up nearly no surface space.

<b>Capital Costs</b>	\$5 to \$10/m <sup>2</sup> drainage area for 5 mm capture. \$25 to \$30/m <sup>2</sup> drainage area for 25 mm capture.
<b>Annual Maintenance Costs</b>	\$500 to \$750
<b>Certification by Engineer</b>	Included in purchase.

Sources: WERF LID Cost estimation tools, adjusted to 2018 CAD\$.

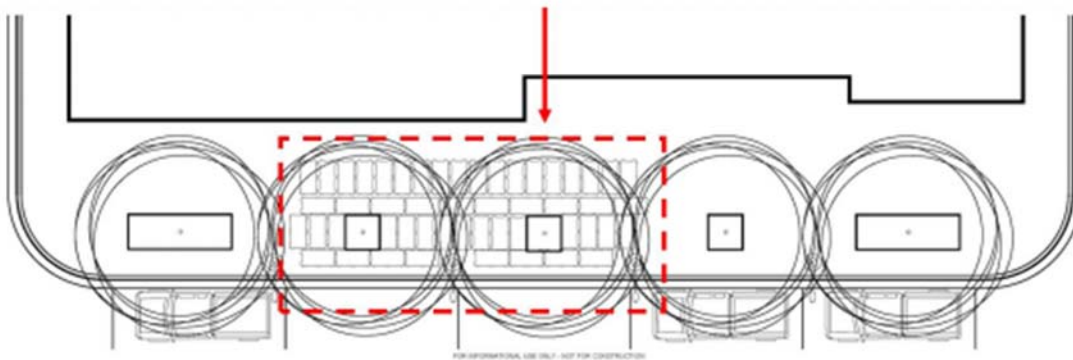
Assumptions: 5-25 mm of runoff captured.

### 3.7 Tree Box Bioretention (Retention, Water Quality, Detention)

A bioretention cell (e.g. Silva Cell) can be constructed primarily beneath a paved surface (e.g. parking lot) with an opening for a large tree to grow. This system can provide retention, water quality improvement, and detention benefits depending on the specific project design. The cell can be watered from above (permeable pavement or pavers) or connected via pipe from an adjacent catchbasin.

A canopy tree requires 28 m<sup>3</sup> of soil, while a smaller understory tree requires 17 m<sup>3</sup> of soil. Bioretention soil mixes have about 20% empty space available for water retention and/or treatment. Typically, the treatment area required is 4% of the impervious drainage area. See below for example.

- 12,750 ft<sup>2</sup> (1,185 m<sup>2</sup>) impervious drainage area
- 4% sizing rule yields 510 ft<sup>2</sup> (47 m<sup>2</sup>) treatment area needed for bioretention
- 510 ft<sup>2</sup>/10 ft<sup>2</sup>/Silva Cell (47m<sup>2</sup>/1m<sup>2</sup>/Silva Cell) = 51 Silva Cells
- 51 Silva Cells + 1 or 2 trees



<b>Capital Costs</b>	\$15K to \$18K per canopy tree \$10K to \$12K per understory tree
<b>Annual Maintenance Costs for inlets/outlets and basic tree care</b>	\$200
<b>Certification by Engineer</b>	Included in purchase.

Sources:

[https://www.deeproot.com/silvapdfs/resources/SC2/supporting/Silva\\_Cell\\_Fact\\_Sheet.pdf#chapter](https://www.deeproot.com/silvapdfs/resources/SC2/supporting/Silva_Cell_Fact_Sheet.pdf#chapter)  
[https://www.deeproot.com/silvapdfs/resources/standardDetails/Layout\\_Instructions.pdf](https://www.deeproot.com/silvapdfs/resources/standardDetails/Layout_Instructions.pdf)

Assumptions:

- Water filtered through the Silva Cell is assumed to decrease TSS by 85%. (Water Quality Improvement)
- Water held below the outlet elevation is assumed to be infiltrated and 20% of soil volume is assumed to remain saturated with water to be used by tree. (Retention)
- The peak flow of water discharge from silva cell will be delayed at least 30 minutes.

## 4.0 Non-Residential Properties By Number Of ERUs Paid

In 2018, there were 3,365 industrial, commercial, and institutional sites billed for annual storm water management charges. The following table shows the number of properties that were billed based on the number of ERUs that they pay.

2018 ERU Breakdown			
ERUs	# of Sites	Percent	Cumulative
2	900	26.7%	26.7%
3 - 5	722	21.5%	48.2%
6 - 10	629	18.7%	66.9%
11 - 15	324	9.6%	76.5%
16 - 20	232	6.9%	83.4%
21 - 30	222	6.6%	90.0%
31 - 40	118	3.5%	93.5%
41 - 50	56	1.7%	95.2%
51 - 60	31	0.9%	96.1%
61 - 70	29	0.9%	97.0%
71 - 80	21	0.6%	97.6%
81 - 90	14	0.4%	98.0%
91 - 100	67	2.0%	100.0%
TOTAL	3,365	100%	100.0%

## 5.0 Conclusion

The value of expected storm water credits based on the examples considered suggests that the two-thirds of industrial, commercial, and institutional properties that pay ten or less ERUs are unlikely to apply for storm water credits if their own administrative costs to apply are more than \$500. The credits are expected to be more economically feasible for the 33.1% of properties that pay more than ten ERUs.

The storm water credits are not expected to influence properties to implement new onsite storm water management options that they were not planning to implement for other reasons. Discussions with other municipalities confirmed that their storm water credits have not influenced existing businesses to make changes to their properties that were not otherwise required.

The storm water credits will recognize a portion of the investments that companies make for capital costs and ongoing maintenance for onsite storm water management. These measures are important in reducing the risk of flooding for their own properties and neighbourhood properties, and in protecting the quality of water flowing to the storm water system and the Saskatchewan River.



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

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### The Storm Water Management Utility Bylaw, 2019

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

That the City Solicitor be requested to consolidate *Bylaw No. 8070, The Storm Water Management Utility Bylaw, 2001* and *Bylaw No. 8987, The Storm Water Management Utility Bylaw, 2011* into a new bylaw, *The Storm Water Management Utility Bylaw, 2019*, and incorporate other recommended changes in the new bylaw as outlined in the report of the A/General Manager, Transportation & Utilities, dated November 6, 2018.

#### **History**

At the November 6, 2018 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the A/General Manager, Transportation and Utilities dated November 6, 2018 was considered.

#### **Attachment**

November 6, 2018 report of the A/General Manager, Transportation and Utilities.

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# The Storm Water Management Utility Bylaw, 2019

## Recommendation

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

That the City Solicitor be requested to consolidate Bylaw No. 8070, The Storm Water Management Utility Bylaw, 2001 and Bylaw No. 8987, The Storm Water Management Utility Bylaw, 2011 into a new bylaw, The Storm Water Management Utility Bylaw, 2019, and incorporate other recommended changes in the new bylaw as outlined in this report.

## Topic and Purpose

The purpose of this report is to consolidate two existing bylaws and enact changes to rates previously approved by City Council for the Storm Water Utility's operations and capital projects. This report also proposes other required bylaw and various housekeeping amendments.

## Report Highlights

1. Consolidating the two existing Storm Water Management Utility Bylaws (No. 8070 and No. 8987) and updating the new bylaw to reflect the organizational structure and practices contribute to good governance.
2. City Council approved an extension and new rates for the Infrastructure Upgrade Charge, also known as the temporary Flood Protection Program (FPP), and new rates for the Storm Water Management Charge for 2019 to 2022.
3. The Administration is recommending that the types of properties exempted from the Storm Water Management Charge be updated to reflect current practices, and that the bylaw be updated to provide additional clarity for the exemption process.

## Strategic Goals

This report supports the Strategic Goal of Culture of Continuous Improvement and Asset and Financial Sustainability through updating bylaws to support effective and efficient storm water management operations.

## Background

The following recommendations were approved by City Council at its August 28, 2017 meeting, in part:

- “3. That the Equivalent Runoff Unit used for Storm Water Management Charges be increased by \$13.50 annually from 2019 to 2022, and utilized for projects to maintain and preserve storm water infrastructure;
4. That the temporary Flood Protection Program be extended and phased out by \$13.50 annually from 2019 to 2022.”

## Report

### The Storm Water Management Utility Bylaw, 2019

Bylaw No. 8070, The Storm Water Management Utility Bylaw, 2001, provides for the Infrastructure Upgrade Charge; sections pertaining to the purpose of the bylaw were repealed and codified to Bylaw No. 8987, The Storm Water Management Utility Bylaw, 2011. Repealing the two bylaws and consolidating them into The Storm Water Management Utility Bylaw, 2019 contributes to good governance by reducing redundancy and providing clarity.

Other housekeeping amendments include the following:

- Updating names to be consistent with the City's organizational structure;
- Changing the average amount of hard surface of a typical one-unit dwelling for purposes of calculating the Equivalent Runoff Unit (ERU) area from 265.3 metres to 265.4 metres to be consistent with communications and practices that have been in place since 2012; and
- Making other required amendments of a clerical nature.

### New Rates

The Storm Water Utility is funded by the Storm Water Management Charge which is based on the ERU, a unit of measure used as a proxy for the amount of runoff generated by a property. After intense rain events resulted in sewer backups in 2005, the temporary FPP was established with an Infrastructure Upgrade Charge on all water meters. The charge was scheduled to end on December 31, 2018.

On August 28, 2017, City Council approved extending the FPP and phasing in a consolidation of the FPP and the Storm Water Management Charges from 2019 to 2022. The following table shows the 2018 rates and the rates that City Council approved to fund the Storm Water Utility Business Plan beginning in January, 2019, and the minimum and maximum ERU charges for Multi-unit Residential (MUR) and Industrial, Commercial, and Industrial (ICI) properties.

Annual Infrastructure Upgrade and Storm Water Management Charges				
Year	FPP Charge Per Water Meter	Rate for One ERU	Minimum MUR and ICI ERU Charge	Maximum MUR and ICI ERU Charge
2018	\$54.00	\$ 52.80	\$105.60	\$ 5,280
2019	\$40.50	\$ 66.30	\$132.60	\$ 6,630
2020	\$27.00	\$ 79.80	\$159.60	\$ 7,980
2021	\$13.50	\$ 93.30	\$186.60	\$ 9,330
2022	-	\$106.80	\$213.60	\$10,680

Storm Water Management Charges for single family residential properties and all Infrastructure Upgrade Charges are billed monthly.

### Exempt Properties

Bylaw No. 8987, The Storm Water Management Utility Bylaw, 2011, exempts agricultural zoned property and property not connected to the storm sewer system. The following amendments will clarify exemptions based on current practices:

- Exempt City-owned streets, roadways, Right-of-Ways, spur lines, community gardens, and cemetery and park green spaces.
- Apply the bylaw to hard surface development of agricultural zoned properties that generate runoff to storm water infrastructure.
- Add language to specify the process for exemption requests, to be consistent with the process for requests for ERU recalculations.

### **Options to the Recommendation**

City Council may choose to not approve the recommendations as presented in this report. This option is not recommended because City Council approved the FPP extension and the rate changes for the FPP and Storm Water Management Charge to take effect January 1, 2019. The additional recommended amendments will provide clarity for exempted properties and provide for administrative updates.

### **Communication Plan**

In August 2018, ICI properties that are billed annually for Storm Water Management Charges were sent a notice with their bills informing them about the approved rate changes for 2019 to 2022. The new rates have been added to the City's website and will be included as part of a city-wide news release summarizing all rate changes, following the approval of the 2019 budget.

### **Other Considerations/Implications**

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

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

If the recommendations included in this report are approved, the consolidated Storm Water Management Utility Bylaw, 2019 will be drafted for City Council approval in December 2018. The billing system will be updated to incorporate the new rates for January 1, 2019.

### **Public Notice**

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

### **Report Approval**

Written by: Angela Schmidt, Acting Manager, Storm Water Utility, Saskatoon Water  
Reviewed by: Reid Corbett, Director of Saskatoon Water  
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

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## **STANDING POLICY COMMITTEE ON TRANSPORTATION**

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### **2019 Transportation Services Capital Budget Supplemental Information**

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

That the report of the A/General Manager, Transportation & Utilities Department dated November 6, 2018, be received as information.

#### **History**

At the November 6, 2018 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities dated November 6, 2018 was considered.

#### **Attachment**

November 6, 2018 report of the A/General Manager, Transportation & Utilities.

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## 2019 Transportation Services Capital Budget Supplemental Information

### Recommendation

That the report of the General Manager, Transportation & Utilities Department dated November 6, 2018, be received as information.

### Topic and Purpose

The purpose of this report is to provide additional information and details to the 2019 Transportation Business Line Capital Budget submission.

### Report Highlight

General descriptions of each project are provided in the budget documents, this report provides location specific details for several capital projects.

### Strategic Goal

This report supports the Strategic Goal of Moving Around by improving the safety of all road users (pedestrians, cyclists and drivers), and helps provide a great place to live, work, and raise a family.

### Background

The following information supplements the 2019 capital budget submission by providing location specific details to several capital projects.

### Report

The following information supplements the Transportation Business Line Capital Budget submission. It is not meant to be all inclusive, but rather provide additional information on capital projects within the Transportation Services service line that typically include a list of prioritized projects provided in Attachments 1, 2, 3, 4, and 5 as per the table below:

Capital Project (2019 Funding)	Funding Allocation/Purpose	Details	Attach. No.
0631 - Transportation Safety Improvements (\$250,000)	<ul style="list-style-type: none"><li>• Review of posted speed limit on residential streets including school, senior and playground zones</li><li>• Installation of four Active Pedestrian Corridors</li></ul>	<ul style="list-style-type: none"><li>• Preston Avenue &amp; East Drive</li><li>• Clarence Avenue &amp; 14<sup>th</sup> Street</li><li>• 29<sup>th</sup> Street &amp; Avenue B</li><li>• Konihowski Road &amp; Pezer Crescent (North)</li></ul>	1

## 2019 Transportation Services Capital Budget Supplemental Information

### Capital project 2019 funding continued

Capital Project (2019 Funding)	Funding Allocation/Purpose	Details	Attach. No.
1036 - Traffic Control Upgrades (\$350,000)	<ul style="list-style-type: none"> <li>Upgrades to existing traffic controls that may include new traffic signals, roundabouts or upgrades to existing signals.</li> <li>Installation of new traffic signals at two intersections</li> </ul>	<ul style="list-style-type: none"> <li>Berini Drive &amp; 115<sup>th</sup> Street</li> <li>Preston Avenue &amp; Adelaide Street</li> </ul>	2
1456 - Railway Crossing Safety Improvements (\$150,000)	<ul style="list-style-type: none"> <li>Under Transport Canada's new grade crossing regulations, the road authorities are required to meet the safety standard at their existing railway crossings by November 2021. This requires significant investment in the existing crossings to bring them up to the new standard.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of the 2018 upgrades will continue in early 2019 with new work planned for 2019 including the remediation of safety deficiencies identified in the 2017 Rail Safety Audit.</li> </ul>	n/a
1504 - Neighbourhood Traffic Review Permanent Installations (\$275,000)	<ul style="list-style-type: none"> <li>Permanent traffic calming installations.</li> </ul>	<ul style="list-style-type: none"> <li>Avenue F &amp; 31<sup>st</sup> Street (Caswell): two curb extensions</li> <li>Avenue E &amp; 34<sup>th</sup> Street (Mayfair): two curb extensions</li> <li>Wilson Crescent &amp; MacDermid Crescent (Adelaide – Churchill): two curb extensions</li> <li>Copland Crescent, north of Main Street (Grosvenor Park): median island</li> </ul>	3
2235 - Intersection Improvements (\$500,000)	<ul style="list-style-type: none"> <li>Plan and prepare for intersection improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Millar Avenue and 51<sup>st</sup> Street               <ul style="list-style-type: none"> <li>This includes completion of: detailed design, relocation of power poles, engagement with adjacent businesses, and preparation of a detailed cost estimate for 2020 budget deliberations. As much power pole relocation will be completed as possible as funding permits in 2019 to minimize contractor conflicts during general construction in 2020.</li> </ul> </li> </ul>	4

## Capital project 2019 funding continued

Capital Project (2019 Funding)	Funding Allocation/Purpose	Details	Attach. No.
2271 - High Speed Roadways Roadside Safety Improvements (\$220,000)	<ul style="list-style-type: none"> <li>Prepare construction drawings and a detailed cost estimate for a median barrier at two locations.</li> </ul>	<ul style="list-style-type: none"> <li>Circle Drive (Circle Drive North Bridge to College Drive: Install a single barrier system and to eliminate gaps between closely spaced barriers in the median.</li> <li>Idylwyld Drive (8<sup>th</sup> Street to Saskatchewan Crescent East): Existing median barrier should be replaced with a median barrier that is sustainable and maintenance-friendly.</li> </ul>	n/a
2446 - Pedestrian Crossing Improvements (\$120,000)	<ul style="list-style-type: none"> <li>Install three active pedestrian corridors.</li> </ul>	<ul style="list-style-type: none"> <li>Central Avenue &amp; Central Place</li> <li>Addison Road &amp; Waters Crescent</li> <li>Lorne Avenue &amp; 5<sup>th</sup> Street.</li> </ul>	1
2448 - Intelligent Transportation System (ITS) (\$200,000)	<ul style="list-style-type: none"> <li>Development of Intelligent Transportation Systems (ITS) resulting from ITS Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Purchase a CCTV module for ATMS - \$60,000</li> <li>Install traffic monitoring cameras at two locations - \$60,000</li> <li>Install above-ground data collection stations at two locations - \$80,000</li> </ul>	n/a
2468 - Active Transportation Plan Implementation (\$1,100,000)	<ul style="list-style-type: none"> <li>Implement the Action Items identified from within the Active Transportation Plan</li> </ul>	<ul style="list-style-type: none"> <li>Install approximately 200 metres of new sidewalk on Taylor Street, between Brudell Road and Boychuk Drive (North Side)</li> <li>Construct approximately 80 accessibility ramps at various locations.</li> <li>Make improvements to existing cycling facilities to address gaps and barriers that have been identified.</li> <li>Complete a bike share feasibility study.</li> <li>Support the Learn to Ride Safe Bike program.</li> <li>Support various community events.</li> <li>Promote active modes of transportation and education of all road users about sharing the road through a comprehensive education and awareness campaign. Completed in conjunction with the Bike Bylaw work.</li> </ul>	5

## Communication Plan

Individual communication and engagement plans will be developed for projects as required to notify residents, road users and stakeholders of various transportation projects. In general, residents can learn about current transportation projects on Facebook, Twitter, Instagram and at saskatoon.ca.

### **Other Considerations/Implications**

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

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

If approved during the 2019 Business Plan and Budget deliberation process, the Administration will proceed with designing and procuring materials for various projects as outlined in this report.

### **Public Notice**

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

### **Attachments**

1. Pedestrian Crossing Priorities
2. New Traffic Signal Priority Locations
3. Neighbourhood Traffic Reviews Implementation 2019 Budget Update
4. Intersection Improvement Priority Location List
5. Capital Project #2468 – Active Transportation Plan Implementation

### **Report Approval**

Written by: David LeBoutillier, Acting Engineering Manager, Transportation  
Reviewed by: Jay Magus, Acting Director of Transportation  
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

Admin Report - 2019 Transportation Services Capital Budget Supplemental Information.docx

## **PEDESTRIAN CROSSING PRIORITIES**

### **A Pedestrian Actuated Signals**

Requests for Pedestrian Actuated Signal (PAS)'s are assessed using a warrant which is based on the following:

- Number of lanes
- Physical median
- Speed limit of 85<sup>th</sup> percentile speed
- Distance from study location to nearest protected crosswalk
- Pedestrian / vehicle volume priority points

A warrant calculation of 100 points or greater indicates that a PAS may be required and locations are prioritized based on the number of warrant points.

All locations that currently warrant a Pedestrian Actuated Signal are shown in Table 1.

**Table 1: Pedestrian Actuated Signal Device Upgrades Assessment**

Location	Study Year	PC Points	APC Points	PAS Points	Recommendation	Status
Confederation Drive & Milton Street	2012	16	16	118	PAS	Funding previously approved. Installation planned for 2019.

## B Active Pedestrian Corridors and Pedestrian Corridors

The studied locations were assessed and prioritized based on the warrant process outlined in the Council Policy. The Active Pedestrian Corridor recommendations are illustrated in **Table 2**.

**Table 2: Active Pedestrian Corridor Device Upgrades Assessment**

Location	Study Year	PC Points	APC Points	PAS Points	Recommendation	Status
Victoria Avenue & 11 <sup>th</sup> Street	2017				Upgrade to APC	Funding previously approved. Installation completed in 2018.
Stensrud Road & Willowgrove Boulevard Square (west side)	2016	7	7	74		Funding previously approved. Installation planned for 2019.
Taylor Street & Salisbury Drive	2015	4	4	66		Funding previously approved. Installation planned for 2019.
Confederation Drive & Massey Drive	2015	3	3	74		Funding previously approved. Installation planned for 2019.
Pendygrasse Road @ St. Mark School	2015	3	3	48		Funding previously approved. Installation planned for 2019.
33 <sup>rd</sup> Street & Avenue F	2015	3	3	57		Funding previously approved. Installation planned for 2019.
*Central Avenue & 104 <sup>th</sup> Street / Central Place	2016	5	5	46		Recommended in Sutherland NTR. Funding requested in 2019 budget.
*Addison Road & Waters Crescent (east)	2016	4	4	29		Recommended in the Willowgrove NTR. Funding requested in 2019 budget.
*Lorne Avenue & 5 <sup>th</sup> Street	2017	2	2	44		Recommended in the Queen Elizabeth / Exhibition NTR. Funding requested in 2019 budget.
*Preston Avenue & East Drive	2018					Justification completed through updated Traffic Control at Pedestrian Crossing Policy. Funding requested in 2019 budget.
*Clarence Avenue & 14 <sup>th</sup> Street	2018					Justification completed through updated Traffic Control at Pedestrian Crossing Policy. Funding requested in 2019 budget.
Konihowski Road & Pezer Crescent North	2013	2	2	36		PC is warranted at this location. Community supported an APC at this location rather than at Konihowski Road & Garvie Road.

Location	Study Year	PC Points	APC Points	PAS Points	Recommendation	Status
29 <sup>th</sup> Street & Avenue B	2014	2	2	53	Upgrade to PC	Recommended through Caswell Hill NTR.
Clarence Ave & Cascade Street	2009	1	1	47	Do not upgrade	Will reassess location according to updated Traffic Control at Pedestrian Crossing Policy.
7 <sup>th</sup> Avenue & Princess Street	2014	1	1	54		Intersection reviewed through City Park NTR. Curb extensions in place. No parking restrictions installed.
18 <sup>th</sup> Street & Avenue W	2015 2017 2018			3		Warranted in 2015. Count repeated in 2017 as part of Pleasant Hill NTR; device was not warranted. Additional count completed in 2018 confirmed that device is no longer warranted.
20 <sup>th</sup> Street & Avenue R	2012	1	0	14		No parking restrictions recommended through Pleasant Hill NTR. Will reassess location according to updated Traffic Control at Pedestrian Crossing Policy.
22 <sup>nd</sup> Street & Avenue V	2015	1	0	85		22 <sup>nd</sup> Avenue corridor is being reviewed for pedestrian safety. Locations for pedestrian devices will be identified through that review.
23 <sup>rd</sup> Street & Montreal Avenue	2010	1	1	41		Intersection was reviewed through Mount Royal NTR. Recommended removal of all temporary traffic calming measures. Direction of yield signs revised in 2013 as part of the Blairmore Bikeway.
Adilman Drive & Russel Road-Biro Place	2009	2	2	57		This location was not raised as a community concern in the Silverwood Heights NTR.
Avenue W & 21 <sup>st</sup> Street	2015	1	0	38		Will reassess location according to updated Traffic Control at Pedestrian Crossing Policy.
Cumberland Avenue & Elliot Street	2014	1	1	54		100 m from College Drive intersection.
Dufferin Avenue & 11 <sup>th</sup> Street	2012	1	1	27		Curb extension recommended in the Nutana NTR.
Hart Rd west of Bowlt (midblock)	2014	2	0	34		Will reassess through Blairmore Suburban Centre NTR.
Hart Road west of Bowlt (midblock)	2015	1	0	37		Will reassess through Blairmore Suburban Centre NTR.
Kenderdine Road & Bentham Crescent (S)	2016	2	0	39		Within 70 m of PAS device at Kenderdine Road & Rogers Road. Curb extension recommended through Erindale-Arbor Creek NTR.
Kenderdine Road & Bentham Crescent (N)	2016	2	0	39		Zebra crosswalk upgrade recommended through Erindale-Arbor Creek NTR.

Location	Study Year	PC Points	APC Points	PAS Points	Recommendation	Status
Kingsmere Boulevard & Crean Crescent South	2014	4	4	57	Do not upgrade	Within 65 m of PAS device at Kingsmere Boulevard & Delaronde Road.
Konihowski Road & Garvie Road	2017	4	4	41		Lack of community support for a device at this location in the Neighbourhood Traffic Review. Community preferred a device at Pezer Crescent North.
Lowe Road & Ludlow Street	2012	5	5	87		Intersection review of Nelson Road & Lowe Road underway. Reassessment of this location will be completed in conjunction with the intersection review study.
Spadina Crescent & Pembina Crescent	2016	1	1	67		Reviewing this location for potential RRFB installation in River Heights NTR.
Stonebridge Boulevard & Wellman Crescent / Cope Crescent	2017	0	0	41		This intersection is being monitored for traffic signals which is a higher order of traffic control than a pedestrian device. Installation pending traffic signal review.
Taylor Street & Munroe Avenue	2012	1	0	29		Curb extensions in place to improve pedestrian visibility. Will reassess location according to updated Traffic Control at Pedestrian Crossing Policy.

\* Locations prioritized for 2019 budget

## New Traffic Signal Priority Locations

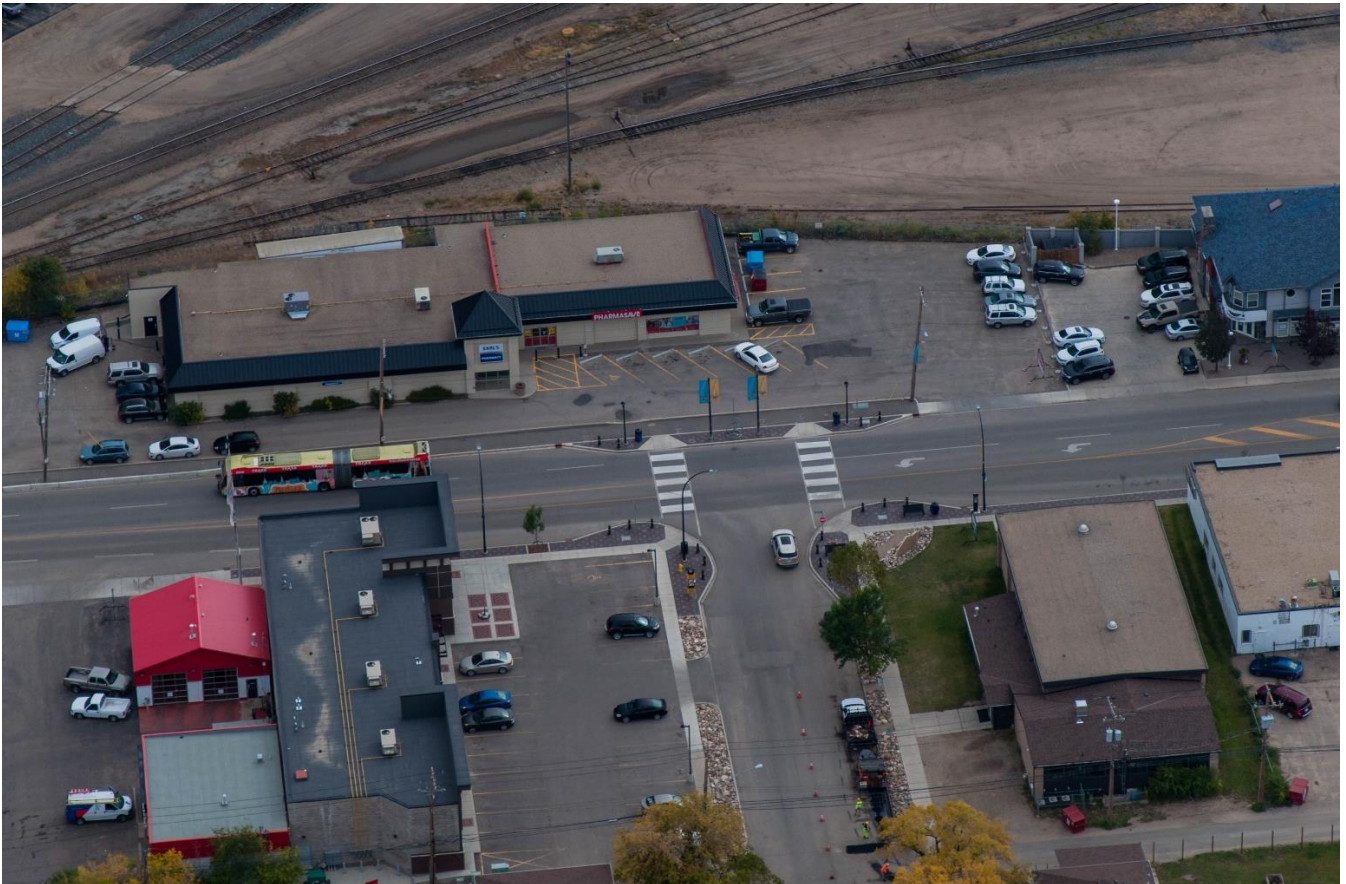
Rank	Intersection		Classification	Existing Control	Date of Traffic Data Used	Warrant Points	Status
	Road 1	Road 2					
1	115th Street	Berini Drive	Collector - Arterial	4 - way Stop	May 18, 2014	132	Funding requested
2	Preston Avenue	Adelaide Street	Arterial - Collector	2 - way Stop E/W	October 7, 2015	118	Funding requested
3	33rd Street	Northumberland	Arterial - Collector	Ped Act Signals	November 2015	-	Appvd via 33 St Stdy, timing unknown
4	Kenderdine Road	115th Street	Collector - Collector	4 - way Stop	October 7, 2015	117	TBD, further study required
5	Stonebridge Boulevard	Wellman Crescent	Arterial - Local	2 - way Stop N/S	June 19, 2014	110	TBD, further study required
6	Lowe Road	Nelson Road	Collector - Collector	4 - way Stop	January 12, 2016	103	TBD, further study required
7	33rd Street	7th Avenue	Arterial - Collector	4 - way Stop	July 2, 2014	77	not recommended
8	Diefenbaker Drive	Centennial Drive	Arterial - Collector	1 - way Stop E	November 15, 2016	73	not recommended
9	Confederation Drive	John A. MacDonald Drive	Arterial - Collector	1 - way Stop E	November 6, 2014	72	not recommended
10	Queen Street	7th Avenue	Collector - Collector	4 - way Stop	October 13, 2015	70	not recommended
11	Airport Drive	Robin Crescent	Arterial - Local	2 - way Stop E/W	August 11, 2015	69	not recommended
12	Highway 7	11th Street	Expressway - Arterial	Stop sign NB	June 27 2017	68	not recommended
13	McKercher Drive	Acadia Drive	Arterial - Collector	1 - way Stop E	February 27, 2014	66	not recommended
14	Clarence Avenue	Main Street	Arterial - Collector	2 - way Stop E/W	October 7, 2015	65	not recommended
15	Pendygrasse	Fairlight Drive	Collector - Arterial	4 - way Stop	May 6, 2014	64	not recommended
16	Stensrud	Muzyka	Collector - Collector	2 - way Stop E/W	Sept 13 2016	56	not recommended

## Previously Identified as Roundabout Locations

Rank	Intersection		Classification	Existing Control	Date of Traffic Data Used	Warrant Points	Status
	Road 1	Road 2					
1	Preston Avenue	Main Street	Arterial - Collector	4 - way Stop	March 12, 2013	137	TBD, further study required
2	Preston Avenue	7th Street	Arterial - Collector	2 - way Stop E/W	February 28, 2013	65	TBD, further study required
3	Spadina Crescent	33rd Street	Arterial - Arterial	3 - way Stop	October 13, 2015	53	TBD, further study required
4	Kerr Road	Kenderdine	Collector - Collector	4 - way Stop	June 5, 2017	62	TBD, further study required



# NEIGHBOURHOOD TRAFFIC REVIEWS IMPLEMENTATION 2019 BUDGET UPDATE



10/12/2018

City of Saskatoon Transportation Division

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## 1. INTRODUCTION

On the August 14, 2013 City Council meeting, Council approved the Neighbourhood Traffic Management Program (NTR). The NTR process includes a strategy to review concerns on a neighbourhood-wide basis by engaging the community and stakeholders by identifying specific traffic issues, and developing recommendations that address the issues.

In the past 4 years of the program, neighbourhood traffic reviews have been completed for 38 residential neighbourhoods. Recommendations for each of these neighbourhoods were presented to City Council as follows:

Neighbourhood	Adoption Date	Neighbourhood	Adoption Date
Mayfair / Kelsey-Woodlawn	August 19, 2014	Mount Royal	April 25, 2016
Brevoort Park	February 23, 2015	Grosvenor Park	April 24, 2017
Caswell Hill	March 23, 2015	Hampton Village	June 26, 2017
City Park	April 27, 2015	Lakeridge	March 27, 2017
Haultain	April 27, 2015	Parkridge	March 27, 2017
Holliston	February 23, 2015	Silverspring	May 23, 2017
Hudson Bay Park	February 23, 2015	Stonebridge	September 11, 2017
Nutana	May 25, 2015	Sutherland	April 24, 2017
Varsity View	May 25, 2015	Willowgrove	March 27, 2017
Westmount	February 23, 2015	Buena Vista	April 16, 2018
Adelaide-Churchill	April 25, 2016	Dundonald	May 14, 2018
Avalon	April 25, 2016	Erindale / Arbor Creek	March 12, 2018
Confederation Park	April 25, 2016	North Park / Richmond Heights	May 14, 2018
Greystone Heights	April 25, 2016	Pleasant Hill	April 16, 2018
Lakeview	February 29, 2016	Queen Elizabeth / Exhibition	April 16, 2018
Meadowgreen	February 29, 2016	Silverwood Heights	May 14, 2018
Montgomery Place	May 24, 2016	Wildwood	April 16, 2018

In the past 4 years of the program, neighbourhood traffic reviews have been completed for 2 industrial neighbourhoods. Recommendations for these neighbourhoods were presented to City Council as follows:

Neighbourhood	Adoption Date
North Industrial / Hudson Bay Industrial	February 13, 2018

The types of recommendations considered in the NTR process include:

- Signage – stop and yield, pedestrians, parking and other;
- Traffic calming, including curbing and signage;
- Pavement markings;
- Accessibility ramp and sidewalks;

- Pedestrians devices such as Activated Pedestrian Corridors; and
- Others - Speed board requests, parking enforcement locations, major intersection reviews.

This report provides an update on the status of the Neighbourhood Traffic Reviews implementation phase for each of the neighbourhoods completed in 2013, 2014, 2015, 2016 and 2017. In general:

- All signage and pavement markings for the 2013, 2014, 2015 and 2016 reviews are complete, and the majority of the signage and pavement markings for the 2017 reviews have been installed. The remainder of the pavement markings for the 2017 reviews will be complete by spring 2019.
- All traffic calming devices have been installed temporarily.
- Pedestrian devices have been added to the priority list and will be installed based on funding allocations. These devices are included in Admin Report – Transportation 2019 Capital Budget Update.
- Sidewalks for a few of the reviews have been installed; all remaining locations have been added to the sidewalk retrofit program. Prioritization of sidewalk and access ramp implementation will be coordinated with the Active Transportation Plan implementation and installed based on funding allocations.

Specifics for each of the neighbourhoods including the proposed measure, location, and the implementation status (installed temporarily, complete, etc.) is provided in Chapter 2.

## 2. DETAILS OF NEIGHBOURHOOD TRAFFIC REVIEWS

Details of the 2013 Neighbourhood Traffic Review are provided in the following table:

Table 2-1: Mayfair / Kelsey-Woodlawn Implementation Status

Details of the 2014 Neighbourhood Traffic Reviews are provided in the following tables:

Table 2-2: Breevort Park Implementation Status

Table 2-3: Caswell Hill Implementation Status

Table 2-4: City Park Implementation Status

Table 2-5: Haultain Implementation Status

Table 2-6: Holliston Implementation Status

Table 2-7: Hudson Bay Park Implementation Status

Table 2-8: Nutana Implementation Status

Table 2-9: Varsity View Implementation Status

Table 2-10: Westmount Implementation Status

Details of the 2015 Neighbourhood Traffic Reviews are provided in the following tables:

Table 2-11: Adelaide-Churchill Implementation Status

Table 2-12: Avalon Implementation Status

Table 2-13: Confederation Park Implementation Status

Table 2-14: Greystone Heights Implementation Status

Table 2-15: Lakeview Implementation Status

Table 2-16: Meadowgreen Implementation Status

Table 2-17: Montgomery Place Implementation Status

Table 2-18: Mount Royal Place Implementation Status

Details of the 2016 Neighbourhood Traffic Reviews are provided in the following tables:

Table 2-19: Grosvenor Park Implementation Status

Table 2-20: Hampton Village Implementation Status

Table 2-21: Lakeridge Implementation Status

Table 2-22: Parkridge Implementation Status

Table 2-23: Silverspring Implementation Status

Table 2-24: Stonebridge Implementation Status

Table 2-25: Sutherland Implementation Status

Table 2-26: Willowgrove Implementation Status

Details of the 2017 Neighbourhood Traffic Reviews are provided in the following tables:

Table 2-27: Buena Vista Implementation

Table 2-28: Dundonald Implementation

Table 2-29: Erindale – Arbor Creek Implementation

Table 2-30: North Park – Richmond Heights Implementation

Table 2-31: Pleasant Hill Implementation

Table 2-32: Queen Elizabeth – Exhibition Implementation

Table 2-33: Silverwood Heights Implementation

Table 2-34: Wildwood Implementation

Details of the industrial Neighbourhood Traffic Reviews are included in:

Table 2-35: Hudson Bay Industrial and North Industrial Implementation Status

TABLE 2-1: MAYFAIR / KELSEY-WOODLAWN IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	34 <sup>th</sup> Street & Avenue E	Zebra crosswalk	1-2 years	2015	Complete
2	34 <sup>th</sup> Street & Avenue F	Zebra crosswalk	1-2 years	2015	Complete
3	35 <sup>th</sup> Street & Avenue E	Zebra crosswalk	1-2 years	2015	Complete
4	36 <sup>th</sup> Street & Avenue E	Zebra crosswalk	1-2 years	2015	Complete
5	37 <sup>th</sup> Street & Avenue D	Zebra crosswalk	1-2 years	2015	Complete
6	37 <sup>th</sup> Street & Avenue E	Zebra crosswalk	1-2 years	2015	Complete
7	37 <sup>th</sup> Street & Avenue F	Zebra crosswalk	1-2 years	2015	Complete
8	34 <sup>th</sup> Street & Avenue I	Zebra crosswalk	1-2 years	2015	Complete
9	34 <sup>th</sup> Street & Avenue C	Change yield to stop	1-2 years	2015	Complete
10	35 <sup>th</sup> Street & Avenue D	Change yield to stop	1-2 years	2015	Complete
11	37 <sup>th</sup> Street & Avenue C	Change yield to stop	1-2 years	2015	Complete
12	37 <sup>th</sup> Street & Avenue F	Change yield to stop	1-2 years	2015	Complete
13	37 <sup>th</sup> Street & Avenue B	No Parking signs	1-2 years	2014	Complete
14	Back lane between 38 <sup>th</sup> Street/39 <sup>th</sup> Street & Avenue B/Avenue C	20kph speed signs	1-2 years	2015	Complete
15	Back lane between 37 <sup>th</sup> Street/38 <sup>th</sup> Street & Avenue C and Avenue D	20kph speed signs	1-2 years	2015	Complete
16	39 <sup>th</sup> Street & Idylwyld Drive	Accessibility Ramps	1-2 years	2017	On ramp accessibility list
17	34 <sup>th</sup> Street & Avenue E	Curb extensions	1-5 years	Installed temporarily in 2015	Permanent in 2019 <sup>1</sup>
18	34 <sup>th</sup> Street & Avenue I	Median Islands	1-5 years	July 2017 Revised to temporary median island on north side.	Permanent in 2020 <sup>2</sup>
19	35 <sup>th</sup> Street & Avenue E	Curb extension	1-5 years	Permanent in 2017	Complete
20	35 <sup>th</sup> Street & Avenue I	Curb extensions (NW and NE corners)	1-5 years	Installed Temporarily in 2015	Removed - street too narrow, transit issues
21	36 <sup>th</sup> Street & Avenue C	Directional closure	1-5 years	Installed temporarily in 2015	Permanent in 2020 <sup>2</sup>
22	36 <sup>th</sup> Street & Avenue E	Curb extensions	1-5 years	2016	Removed. Street is too narrow. Transit & school bus issues

<sup>1</sup> Subject to funding being approved by Council.<sup>2</sup> Assuming increased future funding levels and subject to funding being approved by Council.

**Neighbourhood Traffic Reviews Implementation 2019 Budget Update**

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
23	36 <sup>th</sup> Street & Avenue G	Median island	1-5 years	2016 Removed. Street is too narrow. Transit issues.	Complete
24	37 <sup>th</sup> Street & Avenue B	Median islands	1-5 years	Permanent in 2017	Complete
25	37 <sup>th</sup> Street & Avenue D	Curb extensions	1-5 years	Permanent in 2018	Complete
26	37 <sup>th</sup> Street & Avenue E	Median island	1-5 years	Permanent in 2018	Complete
27	38 <sup>th</sup> Street & Avenue C	Directional closure	1-5 years	Installed temporarily in 2014	Permanent in 2020 <sup>2</sup>
28	38 <sup>th</sup> Street & Avenue D	Median island	1-5 years	Permanent in 2017	Complete
29	38 <sup>th</sup> Street & Avenue G	Median island	1-5 years	Permanent in 2017	Complete
30	39 <sup>th</sup> Street & Avenue E	Median islands	1-5 years	Permanent in 2017	Complete
31	Avenue C – south of railway tracks	Curb extension & median island	1-5 years	Spring 2017	Removed. Assessment determined devices were not effective.
32	36 <sup>th</sup> Street & Idylwyld Drive	Operational improvements	1-5 years	TBD	Added to intersection improvements list
33	39 <sup>th</sup> Street & Idylwyld Drive	Add left turn phase	1-5 years	TBD	Added to intersection improvements list
34	37 <sup>th</sup> Street Avenue B to Avenue D (both sides)	Sidewalk	5 years plus	Fall 2016 (south side)	Complete
35	37 <sup>th</sup> Street Avenue F to Avenue I (north side)	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
36	38 <sup>th</sup> Street Idylwyld Drive to Avenue G (both sides)	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
37	Avenue D, 38 <sup>th</sup> Street Alley to park (west side)	Sidewalk	5 years plus	Requires removal of three elm trees	Removed
38	1 <sup>st</sup> Avenue between 34 <sup>th</sup> Street & 38 <sup>th</sup> Street	Yield signs	1-2 years	2015	Complete
39	2 <sup>nd</sup> Avenue between 34 <sup>th</sup> Street & 39 <sup>th</sup> Street	Yield signs	1-2 years	2015	Complete
40	39 <sup>th</sup> Street & Saskatchewan Avenue	Change yield to stop	1-2 years	2015	Complete
41	39 <sup>th</sup> Street & Alberta Avenue	Change yield to stop	1-2 years	2015	Complete
42	39 <sup>th</sup> Street & Quebec Avenue	Zebra crosswalk	1-2 years	2013	Complete

## Neighbourhood Traffic Reviews Implementation 2019 Budget Update

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
43	Alberta Avenue 33 <sup>rd</sup> Street to 34 <sup>th</sup> Street	Sidewalk (both sides)	5 years plus	2016	Complete
44	Alberta Avenue 34 <sup>th</sup> Street to 36 <sup>th</sup> Street	Sidewalk (west side)	5 years plus	Fall 2016	Complete
45	39 <sup>th</sup> Street - Idylwyld Drive to 1 <sup>st</sup> Avenue	Sidewalk (both sides)	5 years plus	TBD	On sidewalk retrofit list
46	Quebec Avenue 33 <sup>rd</sup> Street to 40 <sup>th</sup> Street	Sidewalk (both sides)	5 years plus	TBD	On sidewalk retrofit list
47	Ontario Avenue 33 <sup>rd</sup> Street to 39 <sup>th</sup> Street	Sidewalk (both sides)	5 years plus	2017	Complete
48	38 <sup>th</sup> Street Quebec Avenue to 2 <sup>nd</sup> Avenue	Sidewalk (both sides)	5 years plus	TBD	On sidewalk retrofit list

TABLE 2-2: BREEVORT PARK IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Arlington Avenue (south of Baldwin Crescent)	"No parking" signs on southeast corner of Arlington Avenue	1-2 years	2015	Complete
2	Arlington Avenue & Early Drive	Standard pedestrian crosswalk	1-2 years	2015	Complete
3	Early Drive & Salisbury Drive	Remove temporary traffic calming; alter direction of stop signs	1-2 years	2015 Changed to a 4-way stop	Complete
4	Early Drive & Curve west of Salisbury Drive	Curve ahead signs & chevrons	1-2 years	Curve ahead signs installed. Chevrons not necessary.	Complete
5	Salisbury Drive at curve west of Conn Avenue	Permanent median islands	1-5 years	Permanent in 2017	Complete
6	Salisbury Drive & lane leading to park	Standard pedestrian crosswalk	1-2 years	2015	Complete
7	3rd Street & Argyle Avenue	2-way stop	1-2 years	2015	Complete
8	3rd Street & Tucker Crescent	2-way stop	1-2 years	2015	Complete
9	Back lanes – west of Argyle Avenue	20 kph speed limit signs	1-2 years	2015	Complete
10	Back lanes – north of Tayler Street	20 kph speed limit signs	1-2 years	2015	Complete
11	Back lane – west of Arlington Avenue	One-way signs	1-2 years	2015	Complete
12	Brevoort Park School & St. Matthew School	Drop-off / Pick-up zone	1-2 years	June 2017 Discussed with school principal and existing signs are adequate.	Complete
13	In front of Brevoort Park School & St. Matthew School	Parking enforcement (i.e. parking over crosswalks, blocking driveways)	1-2 years	Request for enforcement forwarded to parking services	Complete
14	Early Drive & Webb Crescent	Parking restrictions	1-2 years	2015 Increased parking restrictions to allow clearance for Transit in April 2016.	Complete
15	Early Drive & Webb Crescent	Median island	1-5 years	Permanent in 2018	Complete
16	Early Drive & Phillips Crescent (west)	Median island	1-5 years	Permanent in 2018	Complete
17	Arlington Avenue & Early Drive	Curb extension	1-5 years	Installed Temporarily in 2015	Permanent in 2021 <sup>1</sup>
18	Taylor Street & Arlington Avenue	Major intersection review	5 years plus	2018	Phase 1 Improvements Complete

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council

TABLE 2-3: CASWELL HILL IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Avenue B & 27 <sup>th</sup> Street	Stop Signs	1-2 years	2015	Complete
2	32 <sup>nd</sup> Street & Avenue D	Alternate direction of stop signs	1-2 years	2015	Complete
3	Avenue C & 30 <sup>th</sup> Street	Change yield to stop	1-2 years	2015	Complete
4	Jamieson & Avenue C	Change yield to stop	1-2 years	2015	Complete
5	Avenue F & 30 <sup>th</sup> Street	Change yield to stop; install closer to intersection	1-2 years	2015	Complete
6	Avenue H & 31 <sup>st</sup> Street	Zebra crosswalks	1-2 years	2015	Complete
7	Avenue F north of 30 <sup>th</sup> Street (at curve)	30kph advisory speed sign & curve ahead sign	1-2 years	2015	Complete
8	Avenue D & 30 <sup>th</sup> Street	No Parking signs	1-2 years	2015	Complete
9	29 <sup>th</sup> Street & Avenue C	Zebra crosswalks	1-2 years	2015	Complete
10	29 <sup>th</sup> Street & Avenue B	Pedestrian corridor & zebra crosswalk	3-5 years	Signage and zebra crosswalk installed 2015.	On pedestrian device list
11	Avenue E & 30 <sup>th</sup> Street	Median islands	1-5 years	Installed Temporarily in 2015. Permanent in 2017.	Complete
12	Avenue E & 30 <sup>th</sup> Street	Accessibility ramps	3-5 years	2017	Complete
13	Avenue E & 30 <sup>th</sup> Street	Asphalt pathway connection into park	5 years plus	Fall 2016	Complete
14	Avenue E & 30 <sup>th</sup> Street	Add reflectors to park posts	1-5 years	2017	Complete
15	Avenue D & 23 <sup>rd</sup> Street	Directional Closure	1-5 years	Revised to median island and curb extension in 2017	Permanent in 2021 <sup>1</sup>
16	Avenue F & 31 <sup>st</sup> Street (south)	Curb extensions & raised median island	1-5 years	Installed Temporarily in 2015 Street is too narrow for median island. Changed to two curb extensions on south side.	Permanent in 2019. <sup>2</sup>
17	Avenue D & 31 <sup>st</sup> Street	Curb extension	1-5 years	2018	Complete
18	30 <sup>th</sup> Street - Idylwyld Drive to Avenue C (south side)	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
19	Avenue F - parking lot south of pool to 31 <sup>st</sup> Street (west side)	Sidewalk	5 years plus	Fall 2016	Complete
20	Avenue D - portions on east side, north & south of 23 <sup>rd</sup> Street to connect to existing	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
21	Avenue E - 28 <sup>th</sup> Street to 29 <sup>th</sup> Street (east side)	Sidewalk	5 years plus	TBD	On sidewalk retrofit list

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.<sup>2</sup> Subject to funding being approved by Council.

TABLE 2-4: CITY PARK IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	7 <sup>th</sup> Avenue & 33 <sup>rd</sup> Street	Install advanced 4-way stop sign; zebra crosswalks	1-2 years	2015	Complete
2	Spadina Crescent between Queen Street & Duke Street	Speed display board	1-2 years	2015	Complete
3	1 <sup>st</sup> Avenue & 26 <sup>th</sup> Street	Remove parking on west side	1-5 years	Spring 2017 (Changed to parallel parking & 15 minute loading zone)	Complete
4	26 <sup>th</sup> Street between 2 <sup>nd</sup> Avenue & 5 <sup>th</sup> Avenue	Install No Parking signs near back lanes	1-2 years	2015	Complete
5	Bottom of University bridge	Move advanced pedestrian sign; add tab "watch for pedestrians"	1-2 years	2015	Complete
6	7 <sup>th</sup> Avenue & Princess Street	Install No Parking signs on northwest corner	1-2 years	2015	Complete
7	1 <sup>st</sup> Avenue & Queen Street	Zebra crosswalk	1-2 years	2015	Complete
8	7 <sup>th</sup> Avenue & Duchess Street	Curb extensions	1-5 years	Installed Temporarily in 2015	Permanent in 2019 <sup>1</sup>
9	7 <sup>th</sup> Avenue & Duchess Street	Install curb extensions	3-5 years	Permanent in 2016	Complete
10	7 <sup>th</sup> Avenue & Duke Street	Curb extension	1-5 years	Installed Temporarily in 2015	Complete
11	1 <sup>st</sup> Avenue & 26 <sup>th</sup> Street	Accessibility ramps	3-5 years		Complete
12	Queen Street - 1 <sup>st</sup> Avenue to alley	Sidewalk	5 years plus	TBD	On sidewalk retrofit list

<sup>1</sup> Subject to funding being approved by Council.

TABLE 2-5: HAULTAIN IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Broadway Avenue & 1 <sup>st</sup> Street	Install "no parking" signs on southeast corner	1-2 years	2015	Complete
2	Taylor Street & Dufferin Avenue	Install "no parking" signs on northeast corner of Taylor St 10m from intersection	1-2 years	2015	Complete
3	Clarence Avenue between 2 <sup>nd</sup> Street & alley to north	Install "no parking" signs between bus stop & alley	1-2 years	2015	Complete
4	Back lane beside Shell gas station (between 8 <sup>th</sup> Street & 7 <sup>th</sup> Street near Broadway Avenue)	20kph speed sign	1-2 years	2015	Complete
5	Broadway Avenue & 6 <sup>th</sup> Street	Install standard pedestrian crosswalk	3-5 years	2015	Complete
6	Lansdowne Avenue at 4 <sup>th</sup> Street	Median islands	1-5 years	Permanent in 2017	Complete
7	Lansdowne Avenue & 6 <sup>th</sup> Street	Median islands	1-5 years	Permanent in 2017	Complete
8	Dufferin Avenue & 1 <sup>st</sup> Street	Median islands	1-5 years	Permanent in 2017	Complete
9	Dufferin Avenue & 3 <sup>rd</sup> Street	Median islands	1-5 years	Permanent in 2017	Complete
10	Dufferin Avenue & 5 <sup>th</sup> Street	Median islands	1-5 years	Permanent in 2017	Complete
11	Dufferin Avenue & 7 <sup>th</sup> Street	Median islands	1-5 years	Permanent in 2017	Complete
12	Albert Avenue Taylor Street to 4 <sup>th</sup> Street (west side)	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
13	Lansdowne Avenue 2 <sup>nd</sup> Street to 8 <sup>th</sup> Street (east side)	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
14	Dufferin Avenue Taylor Street to 1 <sup>st</sup> Street (east side)	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
15	Dufferin Avenue 2 <sup>nd</sup> Street to 8 <sup>th</sup> Street (east side)	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
16	Taylor Street & Clarence Avenue	Major intersection review	5 years plus	TBD	Added to intersection improvements list
17	8 <sup>th</sup> Street between Broadway Avenue & Clarence Avenue	Include review in Active Transportation Plan with options to add pedestrian/cyclist crossing	5 years plus	TBD	Review as part of Active Transportation program and Bus Rapid Transit Corridor

TABLE 2-6: HOLLISTON IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Louise Avenue (20m south of 8 <sup>th</sup> Street)	"No parking" sign on west side	1-2 years	2015	Complete
2	Grosvenor Avenue (beside The Keg & Jerry's access)	"No parking" signs 5m on either side	1-2 years	2015	Complete
3	Louise Avenue & 5 <sup>th</sup> Street	"No parking" signs on Louise Avenue (10m on southwest corner, 15m on northwest corner)	1-2 years	2015	Complete
4	Back Lane (between 7 <sup>th</sup> / 3 <sup>rd</sup> Streets & Preston / Grosvenor Avenues)	20kph speed signs	1-2 years	2015	Complete
5	Back Lane (behind Sobeys & beside 1615 - 7 <sup>th</sup> Street E)	"Local Traffic Only" sign, 20kph speed sign & stop sign	1-2 years	2015	Complete
6	Isabella Street near Canon Smith Park	Playground sign	1-2 years	2015	Complete
7	5 <sup>th</sup> Street between Louise Avenue & Grosvenor Avenue	Playground signs	1-2 years	2015	Complete
8	3 <sup>rd</sup> Street & Sommerfeld Avenue	Standard crosswalk (west leg)	1-2 years	2015	Complete
9	Taylor Street & Grosvenor Avenue	Zebra crosswalks; "no parking" sign 15m on Taylor Street (southwest corner)	1-2 years	2015	Complete
10	All uncontrolled intersections	Yield signs	1-2 years	2015	Complete
11	Louise Avenue & Hilliard Street	Raised median island (south leg)	3-5 years	Permanent in 2016	Complete
12	Grosvenor Avenue & 3 <sup>rd</sup> Street	Median island	1-5 years	Permanent in 2017	Complete
13	Grosvenor Avenue & 5 <sup>th</sup> Street	Curb extension & median island	1-5 years	Permanent in 2017	Complete
14	Louise Avenue & 7 <sup>th</sup> Street	Median islands	1-5 years	Permanent in 2017	Complete
15	Louise Avenue & Hilliard Street	Median island	1-5 years	Permanent in 2017	Complete

TABLE 2-7: HUDSON BAY PARK IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Avenue P & Bowerman Street	Install stop sign	1-2 years	2015	Complete
2	Avenue P & Edmonton Avenue	Install stop sign	1-2 years	2015	Complete
3	Avenue H & 31 <sup>st</sup> Street	Install zebra crosswalks (north and south legs)	1-2 years	2015	Complete
4	Faulkner Crescent & McMillan Avenue	Upgrade yield sign to stop sign (northbound)	1-2 years	2015	Complete
5	32 <sup>nd</sup> Street at Avenue I, Avenue J, Avenue K, & Avenue L	Install yield signs	1-2 years	2015	Complete
6	Avenue I & 37 <sup>th</sup> Street	Median island	1-5 years	Permanent in 2017	Complete
7	Avenue I & 36 <sup>th</sup> Street	Median island	1-5 years		Removed - street is too narrow due to transit issues
8	Avenue I & 34 <sup>th</sup> Street	Median island	1-5 years	July 2017 Revised to temporary median island on north side.	Permanent in 2020. <sup>1</sup>
9	Valens Drive (in front of Henry Kelsey School)	Curb extension	1-5 years	Permanent in 2017	Complete
10	Avenue I, Howell Avenue to 36 <sup>th</sup> Street	Sidewalk	5 years plus	2017	Complete

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

TABLE 2-8: NUTANA IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Dufferin Avenue & 9 <sup>th</sup> Street	Stop signs	1-2 years	2016 Stop bar pavement marking added to enhance compliance	Complete
2	Dufferin Avenue & 10 <sup>th</sup> Street	Stop signs	1-2 years	2016	Complete
3	Eastlake Avenue & 10 <sup>th</sup> Street	Stop signs	1-2 years	2016	Complete
4	Eastlake Avenue & Main Street	4-way stop	1-2 years	2016	Complete
5	Broadway Avenue between 9 <sup>th</sup> Street & 12 <sup>th</sup> Street	Combine School Zones	1-2 years	2016	Complete
6	Clarence Avenue & 14 <sup>th</sup> Street	Zebra crosswalk	1-2 years	2016	Complete
7	Saskatchewan Crescent East & McPherson Avenue	Enhance pedestrian signs & parking restrictions	1-2 years	2015	Complete
7	Saskatchewan Crescent West & 8 <sup>th</sup> Street West	Zebra crosswalks	1-2 years	2016	Complete
8	Eastlake Avenue & 11 <sup>th</sup> Street	Zebra crosswalks	1-2 years	2016	Complete
9	Saskatchewan Crescent West between Idylwyld Crescent & 8 <sup>th</sup> Street West	Curb extension	1-5 years	Installed Temporarily in 2015	Permanent in 2021 <sup>1</sup>
10	12 <sup>th</sup> Street & Lansdowne Avenue	Parking restrictions, crosswalks; stop sign	1-2 years	2016	Complete
11	12 <sup>th</sup> Street & Lansdowne Avenue	Median island	1-5 years	Spring 2017	Removed. Assessment determined devices were not effective. Not a pedestrian crossing.
12	8 <sup>th</sup> Street West & Poplar Crescent	Median island & curb extension	1-5 years	Permanent in 2018	Complete
13	8 <sup>th</sup> Street West & Poplar Crescent	Zebra crosswalks	1-2 years	2016	Complete
14	14 <sup>th</sup> Street between Lansdowne Avenue & Temperance Street	Closure (curb extensions & bollards)	1-5 years	Installed Temporarily in 2016	Permanent in 2019 <sup>2</sup>
15	Dufferin Avenue & 11 <sup>th</sup> Street	Stop signs	1-2 years	2016	Complete

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.<sup>2</sup> Subject to funding being approved by Council.

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
16	Dufferin Avenue & 11 <sup>th</sup> Street	Curb extension	1-5 years	Permanent in 2017	Complete
17	Temperance Street / Lansdowne Avenue / 14 <sup>th</sup> Street	Parking restrictions, crosswalks, yield sign; stop sign	1-2 years	2016	Complete
18	Temperance Street & Lansdowne Avenue	Curb extensions & median island	1-5 years	Installed Temporarily in 2015	Permanent in 2019 <sup>2</sup>
19	9 <sup>th</sup> Street & Idylwyld Drive / Lorne Avenue	Directional closure	1-5 years	Installed Temporarily in 2015 and removed	Installed Temporarily in 2018
20	9 <sup>th</sup> Street & McPherson Avenue	Remove temporary roundabout	1-5 years	Installed Temporarily in 2011	Complete
21	Clarence Avenue & 11 <sup>th</sup> Street	Active pedestrian corridor	1-5 years	2015	Complete
22	Broadway Avenue & 9 <sup>th</sup> Street	Pedestrian-activated signal	1-5 years	Permanent in 2017	Complete
23	Broadway Avenue	Chirping' sound to indicate crossings at intersections where traffic signals are present	1-5 years		Complete
24	Various locations	Parking enforcement	ongoing		On-going with Parking Enforcement
25	Saskatchewan Crescent between Cherry Street and 8 <sup>th</sup> Street	Speed display board	5 years plus	Location was assessed and device cannot be installed due too many trees blocking solar panel	Complete
26	18 <sup>th</sup> Street & University Drive	Curb extension	1-5 years	Installed Temporarily in 2015	Permanent in 2020 <sup>1</sup>
27	18 <sup>th</sup> Street & Sask Crescent	standard crosswalk	1-2 years	2016	Complete
28	Clarence Avenue & back lane north of University Drive	Add "Do Not Enter" tab to existing "Do Not Enter" sign	1-2 years	2016	Complete

TABLE 2-9: VARSITY VIEW IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Clarence Avenue & 14 <sup>th</sup> Street	Zebra crosswalk; advanced pedestrian sign; enhance pedestrian crossing signs	1-2 years	2015	Complete
2	University Drive & McKinnon Avenue	Pavement markings to indicate stop lines for four- way stop	1-2 years	2015	Complete
3	Colony Street & Bottomley Avenue	Zebra crosswalk	1-2 years	2015	Complete
4	14 <sup>th</sup> Street & McKinnon Avenue	Stop signs	1-2 years	2015	Complete
5	Wiggins Avenue & 14 <sup>th</sup> Street	Move northbound "no parking" sign to stop sign is not obstructed	1-2 years	2015	Complete
6	McKinnon Avenue & Colony Street	"No parking" sign	1-2 years	2015	Complete
7	Back lane north of park (Cumberland Avenue & Bottomley Avenue)	20kph & playground signs	1-2 years	2015	Complete
8	Hugo Avenue & 15 <sup>th</sup> Street	"No parking" signs	1-2 years	2015	Complete
9	Temperance Street & McKinnon Avenue	Stop signs or four-way stop	1-2 years	2015	Complete
10	Back lane near 1100 block of Elliott Street (and Munroe Avenue)	20kph speed sign	1-2 years	2015	Complete
11	Clarence Avenue & 11 <sup>th</sup> Street	Active pedestrian corridor	1-5 years	2015	Complete
12	Munroe Avenue 15 <sup>th</sup> Street to Colony Street	Sidewalk	5 years plus	Removed	No longer feasible as construction of new sidewalk would damage, or cause removal of existing trees.
13	Munroe Avenue Aird Street to Temperance Street	Sidewalk	5 years plus		
14	McKinnon Avenue 10 <sup>th</sup> Street to 11 <sup>th</sup> Street	Sidewalk	5 years plus		
15	McKinnon Avenue 15 <sup>th</sup> Street to Colony Street	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
16	11 <sup>th</sup> Street Clarence Avenue to multi-use trail behind Albert Community Centre	Sidewalk	5 years plus	Fall 2016	Complete
17	Munroe Avenue 11 <sup>th</sup> Street to 12 <sup>th</sup> Street	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
18	Cumberland Avenue Main Street to back lane (south)	Sidewalk	5 years plus	Fall 2016	Complete
19	14 <sup>th</sup> St & McKinnon Avenue	Curb Extensions	2 to 5 years	Installed temporarily Fall 2017	Permanent in 2020 <sup>1</sup>

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

TABLE 2-10: WESTMOUNT IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	All uncontrolled intersections	34 yield signs	1-2 years	2015	Complete
2	Bedford Road & Avenue K; Bedford Road & Avenue I	4 stop signs (east-west facing)	1-2 years	2015	Complete
3	Rusholme Road between Avenue M & Avenue K	Extend school zone	1-2 years	2015	Complete
4	Avenue H & 31 <sup>st</sup> Street	Zebra crosswalks	1-2 years	2015	Complete
5	29 <sup>th</sup> Street & McMillan Avenue	Zebra crosswalks	1-2 years	2015	Complete
6	29 <sup>th</sup> Street & Avenue L	Zebra crosswalks	1-2 years	2015	Complete
7	29 <sup>th</sup> Street & Avenue I	Zebra crosswalk	1-2 years	2015	Complete
8	29 <sup>th</sup> Street & Avenue I	move mailboxes on southeast corner	1-2 years	2015	Canada Post was contacted in April 2015
9	McMillan Avenue & Trotter Crescent	Median island	3-5 years	Installed Temporarily in 2015	Removed Residents not in favour
10	McMillan Avenue & curve north of 31 <sup>st</sup> Street	Median islands	3-5 years	Permanent in 2018	Complete
11	29 <sup>th</sup> Street & McMillan Avenue	Curb extensions	3-5 years	Installed Temporarily in 2015	Removed Residents not in favour
12	29 <sup>th</sup> Street & Avenue L	Curb extensions	1-5 years	Installed Temporarily in 2015	Permanent in 2020 <sup>1</sup>
13	Avenue M - 22 <sup>nd</sup> Street to 23 <sup>rd</sup> Street	Sidewalk	5 years plus	TBD	On sidewalk retrofit list

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

TABLE 2-11: ADELAIDE-CHURCHILL IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Wilson Crescent & MacKenzie Crescent / Brown Crescent	Zebra crosswalk	1-2 years	2017	Complete
2	Ruth Street & Cairns Avenue	Standard crosswalk	1-2 years	Fall 2016 to Spring 2017	Complete
3	Ruth Street & McKinnon Avenue	No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
4	Haultain Avenue - either side of Churchill Park	Playground Ahead signs	1-2 years	Fall 2016 to Spring 2017	Complete
5	Cairns Avenue & Munroe Avenue	Zebra crosswalk	1-2 years	Fall 2016 to Spring 2017	Complete
6	McKinnon Avenue & Isabella Street	Stop signs	1-2 years	Fall 2016 to Spring 2017	Complete
7	MacKenzie Crescent at walkway	No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
8	MacKenzie Crescent before curve (northbound & southbound) near walkway	Pedestrian Crosswalk Ahead signs	1-2 years	Fall 2016 to Spring 2017	Complete
9	Back lane east of Clarence Avenue - Wilson Crescent to Ruth Street	20kph speed signs	1-2 years	Summer 2016	Complete
10	Back lane north of Circle Drive east of Calder Court	20kph speed signs	1-2 years	Fall 2016 to Spring 2017	Complete
11	Back lane between Ferguson Avenue & Calder Avenue	20kph speed signs	1-2 years	Fall 2016 to Spring 2017	Complete
12	Wilson Crescent	School Zone signs	1-2 years	Fall 2016 to Spring 2017	Complete
13	Clarence Avenue & Glasgow Street	Move bus stop	1-2 years	Fall 2016 to Spring 2017	Complete
14	Haultain Avenue - Cascade Street to Ruth Street	Forward peak hour speed data to Saskatoon Police Service to consider enforcement	1-2 years	June 2016	Complete
15	Clarence Avenue & Glasgow Street	Review signage at or near intersection	1-2 years	Pilot completed in 2018	Removed.
16	Clarence Avenue Circle Drive overpass to Glasgow Street	Speed display board	1-2 years	2017 or later	On speed display board list of locations for installation
17	Clarence Avenue Circle Drive overpass to Glasgow Street	Reduce speed limit to 50kph	1-2 years	2017	Complete

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
18	Walkway between MacKenzie Crescent & Hugh Cairns School	CPTED review to determine if lighting is warranted	1-2 years	2017	Complete CPTED review recommended that lighting not be installed since the walkway leads to an unlit park.
19	Cairns Avenue & Cascade Street	Collect traffic data in spring 2016	1 year	June 2016	Complete Pedestrian and traffic data determined no pedestrian devices warranted due to low volumes
20	Wilson Crescent & Macdermid Crescent (east)	Curb extensions	1-5 years	Installed prior to Neighbourhood Review	Permanent in 2019 <sup>1</sup>
21	Wilson Crescent & MacKenzie Crescent / Brown Crescent	Curb extensions	1-5 years	Installed Temporarily in Summer 2016	Permanent in 2022 <sup>2</sup>
22	Haultain Avenue & Cascade Street	Curb extensions	1-5 years	Installed Temporarily in Summer 2016	Permanent in 2021 <sup>2</sup>
23	Clarence Avenue Wilson Crescent to Glasgow Street	Geometric Improvements - Additional through lane northbound	1-5 years	2017	Complete
24	Haultain Avenue Isabella Street to St. Phillips School (east side)	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
25	Clarence Avenue Glasgow Street to bus stop on southwest corner	Sidewalk	5 years plus	2017	Complete

<sup>1</sup> Subject to funding being approved by Council.

<sup>2</sup> Assuming increased future funding levels and subject to funding being approved by Council.

TABLE 2-12: AVALON IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	All uncontrolled intersections	Yield signs at all uncontrolled intersections	1-2 years	Summer 2016	Complete
2	Back lane - Clarence Avenue to McAskill Crescent	20kph speed signs	1-2 years	Summer 2016	Complete
3	Glasgow Street - west of Clarence Avenue	Traffic-Calmed Neighbourhood sign	1-2 years	Summer 2016	Complete
4	Glasgow Street & Turner Avenue	Remove crosswalk	1-2 years	2017 (Removed due to driveway)	Complete
5	Glasgow Street & Mendel Crescent (west)	Zebra crosswalk	1-2 years	2017	Complete
6	Glasgow Street & Maceachern Avenue	Zebra crosswalk	1-2 years	2017	Complete
7	Wilson Crescent school zone west of Clarence Avenue	Forward peak hour speed data to Saskatoon Police Service to consider enforcement during school hours	1-2 years	2017	Complete
8	Cascade Street	Forward peak hour speed data to Saskatoon Police Service to consider enforcement	1-2 years	2016	Complete
9	Wilson Crescent & Harrison Crescent (south)	Curb extensions	1-5 years	Installed prior to Neighbourhood Traffic Review	Permanent in 2020 <sup>1</sup>
10	Wilson Crescent & Harrison Crescent (north)	Curb extensions	1-5 years	Installed prior to Neighbourhood Traffic Review	Permanent in 2020 <sup>1</sup>
11	Glasgow Street & Turner Avenue	Median island & curb extension	1-5 years	Installed Temporarily in Summer 2016	Permanent in 2020 <sup>1</sup>
12	Glasgow Street & Maceachern Avenue	Curb extensions	1-5 years	Installed Temporarily in Summer 2016	Permanent in 2021 <sup>1</sup>
13	Glasgow Street - Clarence Avenue to Mendel Crescent	Pinch point	1-5 years	Removed 2017	Removed due to complaints.
14	Glasgow Street - Maceachern Avenue to Mendel Crescent	Pinch point	1-5 years	Removed 2017	Complete Removed due to complaints.

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
15	Wilson Crescent west of Broadway Avenue to existing sidewalk next to John Lake Park	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
16	Clarence Ave & Glasgow St	Median Closure (to restrict left turns) Trial Project for 1 year	1 year	Pilot Project completed in 2018	Removed
17	Clarence Avenue between Glasgow Street and south side of Circle Drive overpass	Reduce 60kph speed limit to 50kph	1-5 years	2016	Complete
18	Clarence Avenue between Circle Drive overpass & Glasgow Street	Speed display board	1-5 years	2018 or later	On speed display board list of locations for installation

TABLE 2-13: CONFEDERATION PARK IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	33 <sup>rd</sup> Street & Byng Avenue	Standard crosswalk	1-2 years	Summer 2016	Complete
2	Diefenbaker Drive & Centennial Drive	Add hazard board to stop sign; oversized crosswalk signs; zebra crosswalk; No Parking signs	1-2 years	Summer 2016	Complete
3	33 <sup>rd</sup> Street & Tilley Avenue	Zebra crosswalk	1-2 years	Summer 2016	Complete
4	John A. MacDonald Road & Steeves Avenue	Change yield to stop	1-2 years	Summer 2016	Complete
5	Steeves Avenue & 33 <sup>rd</sup> Street (north intersection)	Street name blade	1-2 years	Summer 2016	Complete
6	Steeves Avenue between Carter Crescent (north) & Carter Crescent (south)	Speed display board	1-2 years	2017	Complete
7	Diefenbaker Drive (all intersections between Centennial Drive & Steeves Avenue)	Parking enforcement	1-2 years	Fall 2016 to Spring 2017	Complete
8	John A. McDonald Road - in front of Confederation Park School	Send speed data to Police Services to consider enforcement during school hours	1-2 years	Fall 2017	Complete
9	Diefenbaker Drive, Confederation Drive, 33 <sup>rd</sup> Street	Send speed data to Police Services to consider enforcement during peak hours	1-2 years	2016	Complete

TABLE 2-14: GREYSTONE HEIGHTS IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	14 <sup>th</sup> Street & Quance Avenue	No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
2	14 <sup>th</sup> Street & Arlington Avenue	Zebra crosswalks & No Parking Signs	1-2 years	Fall 2016 to Spring 2017	Complete
3	Arlington Avenue & Main Street	Zebra crosswalks	1-2 years	Fall 2016 to Spring 2017	Complete
4	Arlington Avenue & Ling Street	No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
5	Lane east of Greystone Heights School (between Main Street & 14 <sup>th</sup> Street)	20kph Speed Signs	1-2 years	Fall 2016 to Spring 2017	Complete
6	Lane east of Greystone Heights School (near lane to Simpson Crescent)	No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
7	Main Street - west of Bateman Crescent /Simpson Crescent	Remove No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
8	Main Street - west side of Moxon Crescent /Bateman Crescent	Move School Zone sign	1-2 years	Fall 2016 to Spring 2017	Complete
9	Main Street & Quance Avenue	Stop signs	1-2 years	Fall 2016 to Spring 2017	Complete
10	Bateman Crescent (east leg) near Main Street	School Zone sign	1-2 years	Fall 2016 to Spring 2017	Complete
11	Arlington Avenue & Mitchell Street	Curb extension & median island	1-5 years	Installed Temporarily in 2016	Permanent in 2022 <sup>1</sup>
12	Arlington Avenue & Main Street	Median island	1-5 years	Permanent in 2017	Complete
13	Main Street & Moxon Crescent	Curb extensions	1-5 years	Installed Temporarily in 2016	Permanent in 2022 <sup>1</sup>
14	14 <sup>th</sup> Street between Quance Avenue & Arlington Avenue	Speed display board	1-2 years	2017	Complete
15	Arlington Avenue & Main Street	Pedestrian & traffic volume count in spring 2016 to determine need for additional curb extension.	1 year	2016	Complete

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
16	14 <sup>th</sup> Street & Greystone Heights Park (pathway connection on west end)	Pedestrian & traffic volume count in spring to determine if crosswalk should be moved from Quance Ave	1 year	2016	Complete. Pedestrian & traffic data indicated few pedestrians therefore curb extension not recommended.
17	14 <sup>th</sup> Street & Quance Avenue	Pedestrian & traffic volume count in spring 2016 to determine need for pedestrian crossing	1 year	2016	Complete. Pedestrian & traffic data indicated more pedestrians at Quance Avenue than Greystone Heights Park; therefore crosswalk will remain as is.
18	Back lane between Bateman Crescent/Oliver Crescent/Lindsay Place	Collect traffic volume data in spring 2016	1 year	2016	Complete. Turning movement count completed determined low traffic volume; therefore no further recommendations.
19	Lane east of Greystone Heights School (near lane to Simpson Crescent)	Parking Enforcement	1-2 years	Fall 2017	Complete
20	14 <sup>th</sup> Street	Send information to Parking Services to provide enforcement.	1-2 years	2016	Complete
21	Quance Avenue	Speeding enforcement (send peak hour data to Saskatoon Police Service for further consideration to enforce)	1-2 years	2016	Complete
22	Arlington Avenue	Speeding enforcement (send peak hour data to Saskatoon Police Service for further consideration to enforce)	1-2 years	2016	Complete
23	Main Street & Moxon Crescent (east leg)	Pedestrian accessibility ramps	1-5 years	TBD	On Ramp Accessibility list
24	Arlington Avenue & Main Street	Pedestrian accessibility ramps	1-5 years	TBD	On Ramp Accessibility list

TABLE 2-15: LAKEVIEW IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Kingsmere Boulevard & Whiteshore Crescent (north) / Delaronde Road	School zone sign on signal overhead; No Parking sign	1-2 years	Spring 2017	Complete Changed parking restriction to 15 m on southeast corner due to stop bar.
2	Kingsmere Boulevard & curve between Delaronde Road & Delaronde Road	School Zone sign	1-2 years	Spring 2017	Complete
3	Kingsmere Boulevard & Whitewood Road / Wollaston Crescent	No Parking sign	1-2 years	Spring 2017	Complete
4	Kingsmere Boulevard & all intersecting streets between Taylor Street & Weyakwin Drive	Stop signs	1-2 years	Spring 2017	Complete
5	Taylor Street & Weyakwin Drive	No Parking sign	1-2 years	Spring 2017	Complete
6	Stillwater Drive & McKercher Drive	Zebra crosswalks	1-2 years	Summer 2016	Complete
7	Stillwater Drive & Emerald Crescent (west)	Zebra crosswalks	1-2 years	Summer 2016	Complete
8	Kingsmere Boulevard & Costigan Road (north)	Median island	1-5 years	Permanent in 2018	Complete
9	Kingsmere Boulevard & Costigan Road (south)	Median islands	1-5 years	Permanent in 2017	Complete
10	Stillwater Drive & Kingsmere Boulevard	Median island	1-5 years	Installed Temporarily in Summer 2016	Removed due to complaints.
11	Stillwater Drive & Emerald Crescent (west)	Curb extension	1-5 years	Removed	Removed curb extension on southwest corner due to driveway.
12	Taylor Street & Weyakwin Drive	Median island	1-5 years	Permanent in 2018	Complete
13	Taylor Street - 200m west of Weyakwin Drive	Speed display board	1-2 years	2017	Complete
14	Crean Lane	Speed study in spring 2016 to determine additional measures	1 year	Fall 2016	Complete. Speed study indicated 85 <sup>th</sup> percentile speed was low - 35.3kph. No further recommendations.
15	Lakeshore Crescent	Speed study in spring 2016 to determine additional measures	1 year	Fall 2016	Complete. Speed study indicated 85 <sup>th</sup> percentile speed was low - 34.7kph. No further recommendations.

TABLE 2-16: MEADOWGREEN IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Witney Avenue & 19 <sup>th</sup> Street	Stop signs	1-2 years	Spring 2016	Complete. Added hazard boards to improve visibility.
2	Witney Avenue & 20 <sup>th</sup> Street	4-way stop	1-2 years	Spring 2016	Complete. Added hazard boards to improve visibility.
3	Avenue X between 2 <sup>nd</sup> driveway (behind 'Touch of Ukraine') south of 22 <sup>nd</sup> Street to 125 Avenue X	No Parking sign	1-2 years	Spring 2016	Complete
4	21 <sup>st</sup> Street & Avenue W	Hazard board & oversized crosswalk signs	1-2 years	Spring 2016	Complete
5	21 <sup>st</sup> Street & Avenue Y	Stop signs	1-2 years	Spring 2016	Complete
6	Witney Avenue & 20 <sup>th</sup> Street	Median islands	1-5 years	Permanent in 2017	Complete
7	18 <sup>th</sup> Street & Avenue Y	Curb extension & median island	1-5 years	Installed Temporarily in Spring 2016	Permanent in 2021 <sup>1</sup>
8	Witney Avenue & 21 <sup>st</sup> Street	Curb extension	1-5 years	Installed Temporarily in Spring 2016	Permanent in 2022 <sup>1</sup>
9	Avenue W - north of 18 <sup>th</sup> Street	Bus shelter	1-5 years	2017	Complete
10	Avenue W & 18 <sup>th</sup> Street	Active pedestrian corridor	1-5 years	TBD	Reviewed as part of Pleasant Hill NTR and device is no longer warranted.
11	18 <sup>th</sup> Street - Avenue W to Vancouver Avenue	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
12	21 <sup>st</sup> Street between Witney Avenue & Avenue W	Sidewalk	5 years plus	TBD	On sidewalk retrofit list

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

TABLE 2-17: MONTGOMERY PLACE IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	11 <sup>th</sup> Street Bypass (130m west of Crescent Boulevard)	50kph speed sign	1-2 years	Fall 2016 to Spring 2017	Complete
2	11 <sup>th</sup> Street & Cul-de-sac on east end	Bollards / posts (to restrict access from 11 <sup>th</sup> St Bypass)	1-2 years	2017	Complete
3	11 <sup>th</sup> Street (west of convenience store next to Fairlight Drive)	No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
4	11 <sup>th</sup> Street (west of Dundonald Avenue & east of Circle Drive)	Wayfinding signs for Landfill	1-2 years	Fall 2016 to Spring 2017	Complete
5	Mountbatten Street & Lancaster Boulevard	No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
6	Caen Street & Lancaster Boulevard	Stop signs	1-2 years	Fall 2016 to Spring 2017	Complete
7	Caen Street & Lancaster Boulevard	Standard crosswalk	1-2 years	Fall 2016 to Spring 2017	Complete
8	Ortona Street & Lancaster Boulevard	Standard crosswalk	1-2 years	Fall 2016 to Spring 2017	Complete
9	Ortona Street & Lancaster Boulevard	Move bus stop from centre of intersection to southeast corner of intersection on Lancaster Blvd	1-2 years	NA	Recommendation removed. Transit indicated that the bus stop cannot be moved due to ditches.
10	Ortona Street & Currie Avenue	Zebra crosswalk & No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
11	Ortona Street & Crerar Drive	Zebra crosswalk	1-2 years	Fall 2016 to Spring 2017	Complete
12	Dieppe Street & Crerar Drive	No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
13	Dieppe Street & Crerar Drive	Zebra crosswalks	1-2 years	Fall 2016 to Spring 2017	Complete
14	All intersections along bus route	Stop signs	1-2 years	Fall 2016 to Spring 2017	Complete
15	Back lane south of 11 <sup>th</sup> Street (access from Elevator Road)	20kph speed sign	1-2 years	Fall 2016 to Spring 2017	Complete
16	Back lane south of 11 <sup>th</sup> Street (access from Dundonald Avenue)	20kph speed sign	1-2 years	Fall 2016 to Spring 2017	Complete
17	Back lane accesses near Lt. Gen. GG Simonds Park	20kph speed signs	1-2 years	Fall 2016 to Spring 2017	Complete

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
18	Cassino Avenue at corner near Lt. Col. D. Walker Park	No Parking signs	1-2 years	Fall 2016 to Spring 2017	Complete
19	All accesses from 11 <sup>th</sup> Street	40kph speed signs with Community-Wide tab & Share the Road sign	1-2 years	Summer 2016	Complete
20	All accesses from Dundonald Avenue	40kph speed signs with Community-Wide tab & Share the Road sign	1-2 years	Summer 2016	Complete
21	All accesses from Elevator Rd	40kph speed signs with Community-Wide tab & Share the Road sign	1-2 years	Summer 2016	Complete
22	Dieppe Street & Haida Avenue	Traffic count in spring 2016	1 year	Spring 2016	Complete. Traffic volumes and collision data do not support installation of stop signs. No changes recommended.
23	Crerar Drive & Mountbatten Street	Traffic count in spring 2016	1 year	Spring 2016	Complete. Traffic volume and pedestrian count determined moderate pedestrian usage. Since this is near a playground and a school a standard crosswalk is recommended.
24	11 <sup>th</sup> Street Bypass (250m east of Crescent Boulevard)	Speed display board	1-2 years	Summer 2016	Complete
25	11 <sup>th</sup> Street Bypass (Lancaster Boulevard to Chappell Drive)	Send speed data to Saskatoon Police Service to consider enforcement	1-2 years	Summer 2016	Complete
26	Dundonald Avenue between 11 <sup>th</sup> Street & Caen Street	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
27	Neighbourhood-wide	Pace Car Program (Community driven)	NA	NA	This is at the discretion of the community
28	All inner neighbourhood streets (bound by 11 <sup>th</sup> Street, Dundonald Avenue, Elevator Road)	Reduce speed limit to 40kph		2017	Complete

TABLE 2-18: MOUNT ROYAL PLACE IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Avenue W & 29 <sup>th</sup> Street	4-way Stop signs	1-2 years	September 2016	Complete
2	Avenue W & Rylston Rd	No Parking signs & zebra crosswalk	1-2 years	Fall 2016 to Spring 2017	Complete
3	Avenue W & 23 <sup>rd</sup> Street	Hazard board signs	1-2 years	Fall 2016 to Spring 2017	Complete
4	29 <sup>th</sup> Street - intersections along bus route (Avenue Q, Avenue R, Avenue X, Avenue Y)	Stop signs	1-2 years	Fall 2016 to Spring 2017	Complete
5	Avenue T & Rylston Road	Zebra crosswalks	1-2 years	Fall 2016 to Spring 2017	Complete
6	Avenue P & 23 <sup>rd</sup> Street	Hazard board signs	1-2 years	Fall 2016 to Spring 2017	Complete
7	23 <sup>rd</sup> Street & Avenue R	Stop signs	1-2 years	Fall 2016 to Spring 2017	Complete
8	23 <sup>rd</sup> Street & Avenue T	4-way Stop signs	1-2 years	Fall 2016 to Spring 2017	Complete
9	Back lane south of Circle Drive between 31 <sup>st</sup> Street to pedestrian tunnel	20kph Speed signs	1-2 years	Fall 2016 to Spring 2017	Complete
10	23 <sup>rd</sup> Street & Montreal Avenue	Remove all temporary traffic calming	1-2 years	2016	Complete
11	Avenue W & Rylston Road	Curb extensions	1-5 years	Installed Temporarily in 2016	Permanent in 2022 <sup>1</sup>
12	Avenue W & 29 <sup>th</sup> Street	Median island	1-5 years	Permanent in 2017	Complete
13	Edmonton Avenue near 31 <sup>st</sup> Street	Speed display board	1-2 years	2017 (Installed south of 31 <sup>st</sup> St)	Complete
14	Avenue W 22 <sup>nd</sup> Street to 23 <sup>rd</sup> Street	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
15	23 <sup>rd</sup> Street Avenue P to Avenue Q	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
16	23 <sup>rd</sup> Street Avenue Q to Avenue W	Sidewalk	5 years plus	TBD	On sidewalk retrofit list
17	Bedford Road Avenue W to Avenue T	Sidewalk	5 years plus	TBD	On sidewalk retrofit list

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

TABLE 2-19: GROSVENOR PARK IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	14 <sup>th</sup> Street & Leslie Avenue	No Parking signs (15m on southeast & southwest corners on 14 <sup>th</sup> Street)	1-2 years	2017	Complete
2	14 <sup>th</sup> Street & Leslie Avenue	Zebra crosswalks	1-2 years	2017	Complete
3	14 <sup>th</sup> Street & Leslie Avenue	Median island	1-5 years	Installed Temporarily in Summer 2017	Permanent 2021 <sup>1</sup>
4	14 <sup>th</sup> Street & Bate Crescent	No Parking signs (15m on southeast corner on 14 <sup>th</sup> Street and entire north side of island)	1-2 years	2017	Complete
5	14 <sup>th</sup> Street & Bate Crescent	Zebra crosswalk	1-2 years	2017	Complete
6	14 <sup>th</sup> Street & Bate Crescent	Median island	1-5 years	Installed Temporarily in Summer 2017	Permanent 2021 <sup>1</sup>
7	14 <sup>th</sup> Street & Bate Crescent	Southbound Only (i.e. one-way) on the west leg of Bate Crescent	1-2 years	2017	Added curb extension Permanent 2024 <sup>1</sup>
8	Bate Crescent & Isbister Street	Median island	1-5 years	Installed Temporarily in Summer 2017	Revised to curb extension Permanent 2023 <sup>1</sup>
9	Bate Crescent & curve south of Isbister Street	Median island	1-5 years	Installed Temporarily in Summer 2017	Permanent 2023 <sup>1</sup>
10	Main Street & Garrison Crescent	Standard crosswalk on west leg; larger stop signs; No Parking signs (10m on southwest & northeast corners on Main Street)	1-2 years	2017	Complete
11	Main Street & Garrison Crescent	Standard crosswalk	1-2 years	2017	Complete
12	Main Street & Louise Avenue	Standard crosswalk	1-2 years	2017	Complete
13	Main Street & Lane east of Latham Place	Additional posts	1-2 years	2017	Complete
14	Back Lanes south of Main Street	20kph speed limit sign	1-2 years	2017	Complete
15	Lake Crescent & Leslie Avenue	Yield sign on Lake Cres	1-2 years	2017	Complete
16	Leslie Avenue & Lake Crescent	Median island	1-5 years	Installed Temporarily in Sept 2017	Permanent 2022 <sup>1</sup>

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
17	432 / 502 Bate Cres	Remove "Local Traffic Only" signs and yellow posts	>5 years	2017	Complete
18	224 / 302 Garrison Cres	Remove yellow posts	1-2 years	2017	Complete
19	408 / 502 Garrison Cres	Remove yellow posts	1-2 years	2017	Complete
20	223 / 301 Copland Cres	Remove yellow posts	1-2 years	2017	Complete
21	Copland Cres	Remove yellow posts	1-2 years	2017	Complete
22	Copland Crescent north / south back lane	20kph speed signs & pedestrian warning signs	1-2 years	2017	Complete
23	14 <sup>th</sup> Street & Bate Crescent	Sidewalk on south side (north side of island)	>5 years	TBD	Added to sidewalk retrofit list
24	Louise Avenue between 8 <sup>th</sup> Street & Main Street	Sidewalk on east side & on west side between Main Street and the back lane (pending approval from Parks with City trees)	>5 years	TBD	Added to sidewalk retrofit list
25	Leslie Avenue between Garrison Crescent & Lake Crescent	Sidewalk on east side (pending approval from Parks with City trees)	>5 years	TBD	Added to sidewalk retrofit list
26	14 <sup>th</sup> Street west of Preston Avenue	Speed display board facing westbound traffic	1-2 years	2018	Complete
27	Leslie Avenue between Garrison Crescent and Copland Crescent	Permanent median island	3-5 years	Installed Temporarily prior to NTR	Permanent 2020 <sup>1</sup>
28	Copland Crescent (north of Main Street)	Permanent median island	3-5 years	Installed Temporarily prior to Neighbourhood Traffic Review	Permanent 2020 <sup>1</sup>
29	Copland Crescent - midblock in front of Misbah School	Permanent curb extensions	3-5 years	Installed Temporarily prior to Neighbourhood Traffic Review	Permanent 2022 <sup>1</sup>
30	Copland Crescent, Leslie Avenue & surrounding lanes	Parking enforcement (blocking driveways, parking too close to intersections etc.)	1-2 years	2017	Complete
31	Copland Crescent (north of the school)	Enforcement during school hours	1-2 years	Forwarded peak hour data to Saskatoon Police Service	Complete
32	Copland Crescent north / south back lane	Pave lane, speed bumps	>5 years	Report on cost-sharing presented to SPC on Transportation in November 2017.	Dust suppression material tested in 2018.

TABLE 2-20: HAMPTON VILLAGE IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	McClocklin Road & McCallum Lane	Stop sign	1-2 years	2017	Complete
2	McClocklin Road & West Hampton Boulevard	Median island (east leg)	3-5 years	Installed temporarily in 2017	Permanent 2022 <sup>1</sup>
3	West Hampton Boulevard & Hargreaves Green	Standard crosswalk (north leg)	1-2 years	2017	Complete
4	Around Parks	Playground Signs	1-2 years	2017	Complete
5	McCallum Lane & Hargreaves Green	Standard crosswalk	1-2 years	2017	Complete
6	Hargreaves Crescent & Hargreaves Green	Standard crosswalk	1-2 years	2017	Complete
7	West Hampton Boulevard & Geary Crescent	Median island (west leg) and no parking sign	3-5 years	Installed temporarily in 2017	Permanent 2023 <sup>1</sup>
8	McClocklin Road & Pulles Crescent	Stop sign	1-2 years	2017	Complete
9	McClocklin Road & McKague Crescent	No parking sign and stop sign	1-2 years	2017	Complete
10	McClocklin Road & McKague Crescent	Median island and curbing	3-5 years	Installed temporarily in 2017	Permanent 2024 <sup>1</sup>
11	McClocklin Road (Junor Road - McKague Crescent)	Speed display board	1-2 years	2018 or later	On speed display board list of locations for installation
12	McClocklin Road (Junor Road - McKague Crescent)	Pedestrian ahead sign	1-2 years	2017	Revised to playground sign installed due to lack of crosswalk.
13	Junor Road & Hampton Circle	No Parking sign and stop sign	1-2 years	2017	Complete
14	Hampton Circle & Geary Crescent	Stop sign	1-2 years	2017	Complete
15	Hampton Circle & Klassen Crescent	Median island (south leg)	3-5 years	Installed temporarily in 2017	Permanent 2023 <sup>1</sup>
16	Hampton Circle & Klassen Lane	Stop sign	1-2 years	2017	Complete
17	Hampton Circle & Hampton Gate North	Median island (all legs) with stop signs and no parking signs	3-5 years	Installed temporarily in 2017	Permanent 2023 <sup>1</sup>
18	Hampton Circle & Henick Lane	Stop sign	1-2 years	2017	Complete
19	Hampton Circle & East Hampton Boulevard	3-way stop	1-2 years	2017	Complete

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
20	Hampton Circle & East Hampton Boulevard	Median island (north and south legs)	3-5 years	Installed temporarily in 2017	Permanent 2021 <sup>1</sup>
21	Hampton Circle & West Hampton Boulevard	3-way stop	1-2 years	2017	Complete
22	Hampton Circle & West Hampton Boulevard	Median island (north of Hampton Circle) and no parking signs	1-2 years	Installed temporarily in 2017	Permanent 2021 <sup>1</sup>
23	Hampton Circle & Denham Crescent	Active Pedestrian Corridor and no parking signs	1 year	2017	Complete
24	Hampton Circle, 10 metres south of Denham Crescent & Hampton Circle	School Zone signs	1-2 years	2017	Complete
25	Denham Crescent & Denham Way	Guide sign "Access to McClocklin Road"	1-2 years	2017	Complete
26	East Hampton Boulevard & Korol Crescent	Median island (east and west legs)	3-5 years	Installed temporarily in 2017	Permanent 2021 <sup>1</sup>
27	Richardson Road & McClocklin Road	4-way stop and no parking signs	1-2 years	2018	Complete
28	Richardson Road & McClocklin Road	Median island (north leg)	3-5 years	Installed temporarily after construction completed	Permanent 2021 <sup>1</sup>
29	Richardson Road & Manor Road	Stop sign and no parking sign	1-2 years	2017	Complete
30	Richardson Road & Lehrer Crescent	Stop sign and no parking sign	1-2 years	2017	Complete
31	McClocklin Road & Sumner Crescent	Remove the temporary median island; Curb extensions	3-5 years	Removal of island 2017. Installed curb extensions temporarily in 2017	Permanent 2023 <sup>1</sup>
32	Richardson Road & 37 <sup>th</sup> Street	Median island (east and west legs) with stop signs	3-5 years	Installed temporarily in 2017	Permanent 2021 <sup>1</sup>
33	Geary Lane & Geary Crescent	Yield signs	1-2 years	2017	Complete

TABLE 2-21: LAKERIDGE IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Kingsmere Boulevard & Brightwater Crescent	Stop sign and No Parking sign	1-2 years	2017	Complete
2	Kingsmere Boulevard & Brightwater Crescent	Make temporary calming permanent	3-5 years	Installed temporarily prior to NTR process	Permanent 2022 <sup>1</sup>
3	Kingsmere Boulevard & Waterbury Road	4-way stop	1-2 years	2017	Complete
4	Emmeline Road & Waterbury Road	No Parking signs	1-2 years	2017	Complete
5	Emmeline Road & Swan Crescent (west)	Median island	1-2 years	Installed temporarily in 2017	Permanent 2023 <sup>1</sup>
6	Emmeline Road (at midblock crosswalk)	Median island	1-2 years	Installed temporarily in 2017	Revised to east of crosswalk to facilitate snow clearing Permanent 2023 <sup>1</sup>
7	Emmeline Road (at midblock crosswalk)	Make temporary calming permanent	3-5 years	Installed temporarily prior to NTR process	Permanent 2023 <sup>1</sup>
8	Emmeline Road & Swan Crescent (east)	No Parking signs	1-2 years	2017	Complete
9	Emmeline Road & Nemeiben Road	Stop sign and No Parking sign	1-2 years	2017	Complete
10	Nemeiben Road & Brudell Road	Median island and curb extensions (east side)	1-2 years	Installed temporarily in 2017	Permanent 2023 <sup>1</sup>
11	Nemeiben Road & Brabant Crescent	Stop sign	1-2 years	2017	Complete
12	Nemeiben Road & Anglin Place	Stop sign	1-2 years	2017	Complete
13	Nemeiben Road & Smoothstone Crescent (east)	Median island and curb extensions (east side)	1-2 years	Installed temporarily in 2017	Permanent 2024 <sup>1</sup>
14	Nemeiben Road & Smoothstone Crescent (east)	Stop sign	1-2 years	2017	Complete
15	Nemeiben Road & Waterbury Road	Median island with enhanced stop sign	1-2 years	Installed temporarily in 2017	Permanent 2021 <sup>1</sup>
16	Nemeiben Road & Smoothstone Crescent (west)	Stop sign	1-2 years	2017	Complete
17	Waterbury Road & Jan Crescent	Tree trimming	1-2 years	TBD	In Progress. Tree on private property.
18	Weyakwin Drive & Nemeiben Road	No Parking signs	1-2 years	2017	Complete

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
19	Weyakwin Drive & Nemeiben Road	Tree trimming	1-2 years	TBD	In Progress. Tree on private property.
20	Taylor Street & Weyakwin Drive	Major intersection improvement		TBD	Added to intersection improvements list
21	Brudell Road & Franklin Crescent	Median island and curb extensions (south side)	1-2 years	Installed temporarily in 2017	Removed. Residents not in favour.
22	Brudell Road & Franklin Crescent	Stop sign	1-2 years	2017	Complete
23	Brudell Road & Keller Crescent	Median island and curb extensions (south side)		Installed temporarily in 2017	Removed. Residents not in favour.
24	Brudell Road & Keller Crescent	Stop sign	1-2 years	2017	Complete
25	Brudell Road & Keller Crescent	Tree trimming	1-2 years	TBD	In Progress. Tree on private property.
26	Swan Lake	Yield signs	1-2 years	2017	Complete
27	Nemeiben Road, Waterbury Road and Kingsmere Boulevard - all intersecting streets	Stop signs	1-2 years	2017	Complete
28	Nemeiben Road - 35 m east of Emmeline Road	Speed display board for westbound traffic	1-2 years	2017	Complete

TABLE 2-22: PARKRIDGE IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	McCormack Road Various locations	Stop sign	1-2 years	2017	Complete
2	McCormack Road & Needham Crescent (East) / Fairburn Court	Median island & curb extensions on west leg of McCormack Road	3-5 years	Installed Temporarily in 2017	Permanent 2023 <sup>1</sup>
3	McCormack Road & Streb Crescent (West)	Median island on east leg of McCormack Road	3-5 years	Installed Temporarily in 2017	Permanent 2021 <sup>1</sup>
4	McCormack Road Postnikoff Crescent (West) to Postnikoff Crescent (East)	Mid-block median island	3-5 years	Installed Temporarily in 2017	Permanent 2021 <sup>1</sup>
5	Fairlight Drive & McCormack Road (South) / Pedygrasse Road	Hazard board signs	1-2 years	2017	Complete
6	Fairlight Drive between McCormack Road (North) / Olmstead Road and McCormack Road (South) / Pedygrasse Road	Speed display board facing southbound traffic	1-2 years	2019 or later	On speed display board list of locations for installation
7	Fairlight Drive & Gropper Crescent	Zebra crosswalk on west leg of Fairlight Drive	1-2 years	2017	Complete
8	Fairlight Drive & Diefenbaker Drive	Protected left-turn for eastbound left-turning traffic	1-2 years		Complete
9	Hart Road & Shillington Crescent	"No Parking" sign on Hart Road 10 metres from intersection on northeast corner	1-2 years	2017	Complete

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

TABLE 2-23: SILVERSPRING IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Konihowski Road & Carr Crescent / Bourgonje Crescent (North)	Standard crosswalk on south leg of Konihowski Road	1-2 years	2017	Complete
2	Konihowski Road & Le May Crescent (South)	Upgrade standard crosswalk to zebra crosswalk	1-2 years	2017	Complete
3	Konihowski Road & Central Avenue	Traffic signals	1-2 years	2018	Complete
4	Konihowski Road & Rever Road	Stop sign on median island on west leg of Konihowski Road and on south leg of Rever Road	1-5 years	Installed Temporarily in Fall 2017	Permanent 2022 <sup>1</sup>
5	Konihowski Road & Pezer Crescent (North)	Median island on south leg of Konihowski Road	1-5 years	Installed Temporarily in Fall 2017	Permanent 2022 <sup>1</sup>
6	Konihowski Road & Haslam Place / McWillie Avenue	Median island on east leg of Konihowski Road	1-5 years	Installed Temporarily in Fall 2017	Permanent 2022 <sup>1</sup>
7	Rever Road & Haslam Street / Fairbrother Crescent (South)	Standard crosswalk on south leg	1-2 years	2017	Complete
8	Rever Road & Haslam Street / Fairbrother Crescent (South)	Median island on north leg of Rever Road	1-5 years	Installed Temporarily in Fall 2017	Permanent 2023 <sup>1</sup>
9	Rever Road & Haslam Crescent / Fairbrother Crescent (North)	Median island on north leg of Rever Road	1-5 years	Installed Temporarily in Fall 2017	Permanent 2023 <sup>1</sup>
10	Haslam Crescent & Haslam Street	Yield sign on Haslam Street assigning right-of-way to Haslam Crescent	1-2 years	2017	Complete

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

TABLE 2-24: STONEBRIDGE IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Vic Boulevard between Hunter Road & Assaly Street	Speed display board (facing westbound traffic)	1-2 years	2018 or later	On speed display board list of locations for installation
2	Vic Boulevard & Assaly Street	Zebra crosswalk & curb extensions on east side (added to existing median islands)	3-5 years	Installed temporarily in Fall 2017	Permanent 2024 <sup>1</sup>
3	Pringle Crescent & Pringle Lane	Standard crosswalk and median island (south side)	3-5 years	Installed temporarily in Fall 2017	Permanent 2021 <sup>1</sup>
4	Pringle Crescent & Pringle Crescent	Standard crosswalk (north side)	1-2 years	2017	Complete
5	Hunter Road & Kolynchuk Crescent / Pringle Crescent	Standard crosswalk (east side)	1-2 years	2017	Complete
6	Galloway Road & McInosh Street	Zebra crosswalk & median island on west side (added to existing curb extensions)	3-5 years	Installed temporarily in Fall 2017	Permanent 2024 <sup>1</sup>
7	Gordon Road & MacInnes Street / Holmes Crescent	Curb extensions (already installed) and parking restrictions	3-5 years	Installed temporarily prior to Neighbourhood Traffic Review	Permanent 2024 <sup>1</sup>
8	Gordon Road & Laycock Lane	Parking restrictions on Gordon Road	1-2 years	2017	Complete
9	Stonebridge Boulevard between Galloway Road / Cornish Road & Wellman Crescent / Cope Crescent	Forward peak hour speed data to Saskatoon Police Service for enforcement	1-2 years	2017	Complete
10	Stonebridge Boulevard & Wellman Crescent / Cope Crescent	Active pedestrian corridor	3-5 years	TBD	On pedestrian device list
11	Wellman Lane between Stonebridge Boulevard & driveway to Browns parking lot	Parking restrictions on west side	1-2 years	2017	Complete
12	Cope Crescent & Cope Lane	Standard crosswalk on west side	1-2 years	2017	Complete
13	Cornish Road & Dulmage Crescent / Willis Crescent	Parking restrictions on Cornish Road	1-2 years	2017	Complete

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
14	Preston Avenue & Willis Crescent / Circle Drive Alliance Church parking lot	Geometric improvements on northeast corner (i.e. increase radius of corner & change from square curb to rolled curb)	3-5 years	TBD	On intersection improvements list
15	Hunter Road & Rempel Manor	Remove median islands. Install zebra crosswalks and curb extension on northeast corner.	3-5 years	Installed temporarily in Fall 2017	Permanent 2021 <sup>1</sup>
16	Hunter Road between Preston Ave & bus stop to east	Remove parking on north side	1-2 years	2017	Complete
17	Stonebridge Common & Langlois Way (all intersections)	Stop signs	1-2 years	2017	Complete
18	Stonebridge Common School Zone	Expand school zone to include intersections of Brainerd Crescent & Snell Crescent	1-2 years	2017	Complete
19	Stonebridge Common & Brainerd Crescent	Curb extension (already installed)	3-5 years	Installed temporarily prior to Neighbourhood Traffic Review	Permanent 2021 <sup>1</sup>
20	Stonebridge Common & Galloway Road	3-way stop & standard crosswalk on south side	1-2 years	2017	Complete
21	Stonebridge Common & Langlois Way (southeast intersection)	Remove temporary curb extension	1-2 years	2017	Complete
22	Stonebridge Common & Vic Boulevard	3-way stop & standard crosswalk on south side	1-2 years	2017	Complete
23	Stonebridge Common & Snell Crescent	Curb extension (already installed)	3-5 years	Installed temporarily prior to Neighbourhood Traffic Review	Permanent 2021 <sup>1</sup>
24	Stonebridge Boulevard & Wellman Crescent / Cope Way	Traffic Signals	5 years plus	TBD	Added to Traffic Control Upgrades Program List

TABLE 2-25: SUTHERLAND IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Reid Road & Adolph Way	Standard crosswalk on north leg of Reid Road	1-2 years	2017	Complete
2	Reid Road & 117 <sup>th</sup> Street	Standard crosswalk on east leg of Reid Road	1-2 years	2017	Complete
3	Rutherford Crescent / Lanyon Avenue & Rutherford Way	Replace yield sign with stop sign	1-2 years	2017	Complete
4	108 <sup>th</sup> Street & Sutherland House Back Lane	"No Parking" signs on south side of 108 <sup>th</sup> Street six metres from each side of back lane	1-2 years	2017	Complete
5	Central Avenue & 115 <sup>th</sup> Street	Overhead "Right Turn Only Lane" sign and tab & overhead "Except Buses" tab in northbound direction	1-2 years	2017	Complete
6	Central Avenue & 104 <sup>th</sup> Street / Central Place	Active Pedestrian Corridor on north leg of Central Avenue	1-2 years	2019	On pedestrian device priority list
7	108 <sup>th</sup> Street near on-ramp	Dashed eastbound merging bicycle line	1-2 years	2017	Complete
8	Reid Road & Reid Road	Standard crosswalk on east leg	3-5 years	2017	Complete
9	Reid Road & Reid Road	Median island on east leg	3-5 years	Installed Temporarily in 2017	Permanent installation 2022 <sup>1</sup>
10	Lanyon Avenue & 112 <sup>th</sup> Street	Median island on north leg of Lanyon Avenue	3-5 years	Installed Temporarily in 2017	Permanent installation 2023 <sup>1</sup>
11	Bryans Avenue & 112 <sup>th</sup> Street	Median island on west leg of 112 <sup>th</sup> Street	3-5 years	Installed Temporarily in 2017	Permanent installation 2023 <sup>1</sup>
12	Rita Avenue & 110 <sup>th</sup> Street	Curb extensions on north leg of Rita Avenue	3-5 years	Installed Temporarily in 2017	Permanent installation 2021 <sup>1</sup>
13	105 <sup>th</sup> Street & Moran Avenue	Median island on west leg of 105 <sup>th</sup> Street	3-5 years	Installed Temporarily in 2017	Permanent installation 2021 <sup>1</sup>

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

TABLE 2-26: WILLOWGROVE IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Stensrud Road & Muzyka Road	Curb extension on southeast corner	1-5 years	Installed Temporarily in Summer 2017	Removed. Cannot install curb extension on southeast corner due to driveway and Transit.
2	Stensrud Road & Muzyka Road	Permanent median island	1-5 years	Installed Temporarily in 2016	Permanent 2021 <sup>1</sup>
3	Stensrud Road & Muzyka Road	Zebra crosswalks	1-2 years	Spring 2017	Complete
4	Stensrud Road north of Keedwell Street	Speed display board facing southbound traffic	1-2 years	2017	Complete
5	Stensrud Road & Van Impe Court / Lamarsh Road	Permanent median island	1-5 years	Installed Temporarily in 2016	Permanent 2021 <sup>1</sup>
6	Stensrud Road & Willowgrove Boulevard / Square (east side)	Lane designation for Willowgrove Boulevard - left lane is left turn only, right lane is shared through / right turn	1-2 years	Spring 2017	Complete
7	Stensrud Road & Willowgrove Boulevard / Square (west side)	Active pedestrian corridor	1-5 years	TBD	On pedestrian device list
8	Stensrud Road & Addison Road / Shepherd Crescent	Permanent median islands	1-5 years	Installed Temporarily in 2016	Permanent 2021 <sup>1</sup>
9	Stensrud Road & Paton Crescent (south)	Permanent median island	1-5 years	Installed Temporarily in 2016	Permanent 2021 <sup>1</sup>
10	Addison Road & Waters Crescent (east)	Permanent median island & curb extension	1-5 years	Installed Temporarily in 2016	Permanent 2023 <sup>1</sup>
11	Addison Road & Waters Crescent (east)	Active pedestrian corridor	1-5 years		On pedestrian device list
12	Addison Road & Waters Crescent (east)	Parking restrictions on southeast corner (park side)	1-2 years	Spring 2017	Complete
13	Addison Road between Waters Crescent (east) & Waters Crescent (west)	Speed display board facing eastbound traffic	1-2 years	2018	Complete
14	Addison Road between Waters Crescent (east) & Waters Crescent (west)	Forward speed data to Saskatoon Police Service for enforcement	1-2 years	2017	Complete

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
15	Willowgrove Boulevard & Maguire Crescent (east)	Permanent curb extensions	1-5 years	Installed Temporarily in 2016	Permanent 2023 <sup>1</sup>
16	Willowgrove Boulevard & Maguire Crescent (east)	No Parking sign on Willowgrove Boulevard 10m from intersection on southwest corner	1-2 years	Spring 2017	Complete
17	Willowgrove Boulevard at midblock crosswalk between Maguire Crescent & Stensrud Road	No Stopping signs on the south side (northbound side) 10m on either side of the crosswalk	1-2 years	Spring 2017	Complete
18	Muzyka Road & Patrick Crescent (south)	Permanent median island	1-5 years	Installed Temporarily in 2016	Permanent 2021 <sup>1</sup>
19	Patrick Crescent (north) & Patrick Lane	No Parking signs on Patrick Crescent 20m from intersection on southeast corner	1-2 years	Spring 2017	Complete
20	Patrick Crescent driveways to Ginger Loft condominiums	No Parking signs 5m on either side	1-2 years	Spring 2017	Complete
21	Patrick Crescent & Patrick Lane / Stefaniuk Crescent	Yield signs (facing Patrick Lane / Stefaniuk Cres)	1-2 years	Spring 2017	Complete
22	Patrick Avenue & Patrick Crescent (north)	Yield sign	1-2 years	Spring 2017	Complete
23	Patrick Avenue & Patrick Crescent (south)	Yield sign	1-2 years	Spring 2017	Complete
24	Paton Crescent (south) east of Paton Avenue	Playground Ahead sign facing westbound traffic	1-2 years	Spring 2017	Complete
25	Willowgrove Terrace & Willowgrove Court	Yield signs (facing Willowgrove Court)	1-2 years	Spring 2017	Complete
26	Willowgrove Avenue & Willowgrove Crescent	Yield signs (facing Willowgrove Avenue)	1-2 years	Spring 2017	Complete
27	Back lane behind 510 Stensrud Road	20kph sign	1-2 years	Spring 2017	Complete
28	Back lane behind 810 Stensrud Road	20kph signs	1-2 years	Spring 2017	Complete
29	Lamarsh Terrace	Cul-de-sac signs	1-2 years	Spring 2017	Complete
30	Paton Place	Cul-de-sac signs	1-2 years	Spring 2017	Complete
31	Willowgrove Terrace	Cul-de-sac signs	1-2 years	Spring 2017	Complete

TABLE 2-27: BUENA VISTA IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Eastlake Avenue at 2 <sup>nd</sup> Street, 4 <sup>th</sup> Street & 6 <sup>th</sup> Street	Median islands with additional yield signs	3 to 5 years	Installed temporarily fall 2018	Permanent 2025 <sup>1</sup>
2	8 <sup>th</sup> Street & Eastlake Avenue	Parking restrictions on 8th St at 20m on NE & SW corners	1 to 2 years	2018	Complete
3	Victoria Avenue & 7 <sup>th</sup> Street	Parking restrictions on southeast corner at 10m, Enhance sightlines	1 to 2 years	2018	Complete
4	Victoria Avenue & 6 <sup>th</sup> Street	Zebra crosswalks, curb extension on west side & NE corner	3 to 5 years	Installed temporarily fall 2018	Permanent 2026 <sup>1</sup>
5	Victoria Avenue & 6 <sup>th</sup> Street	Remove ramp at centre of intersection and install two new ramps to connect to crosswalks	5 years plus	TBD	On accessibility ramp list
6	Victoria Avenue & 6 <sup>th</sup> Street	Pedestrian accessibility ramp on SE corner (on Victoria Ave)	5 years plus	TBD	On accessibility ramp list
7	Melrose Avenue & 7 <sup>th</sup> Street	Move yield sign on southeast corner off of power pole to sign post. Install additional yield signs on medians.	1 to 2 years	2018	Complete
8	Melrose Avenue & 6 <sup>th</sup> Street	Zebra crosswalks & curb extension on east side	3 to 5 years	Installed temporarily fall 2018	Permanent 2027 <sup>1</sup>
9	Melrose Avenue & 6 <sup>th</sup> Street	Remove ramp at centre of intersection and install pathway & two new ramps to connect to crosswalks	5 years plus	TBD	On accessibility ramp list
10	Melrose Avenue & 6 <sup>th</sup> Street	Pedestrian accessibility ramp on NW & SW corners	5 years plus	TBD	On accessibility ramp list
11	Melrose Avenue at 1 <sup>st</sup> Street, 3 <sup>rd</sup> Street & 5 <sup>th</sup> Street	Median islands with additional yield signs	3 to 5 years	Installed temporarily fall 2018	Permanent 2024 <sup>1</sup>
12	East-west lane south of 8 <sup>th</sup> Street between Lorne Avenue & Coy Avenue	20kph signs	1 to 2 years	2018	Complete
13	Lorne Avenue & 6 <sup>th</sup> Street	Extend arm of Pedestrian Corridor	3 to 5 years	TBD	In progress
14	Lorne Avenue & 5 <sup>th</sup> Street	Active Pedestrian Corridor	3 to 5 years	TBD	On pedestrian device list
15	Lorne Avenue & 5 <sup>th</sup> Street	Accessibility ramp on NW corner	5 years plus	TBD	On accessibility ramp list
16	Lorne Avenue & 5 <sup>th</sup> Street	Parking restrictions on southeast corner at 10m	1 to 2 years	2018	Complete

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
17	Lorne Avenue & 4 <sup>th</sup> Street	Extend arm of Pedestrian Corridor	3 to 5 years	TBD	In progress
18	Lorne Avenue & 2 <sup>nd</sup> Street	Install additional pedestrian crosswalk signs & extend parking restrictions on NW corner	1 to 2 years	2018	Complete
19	Lorne Avenue & Taylor Street	Move bus stop on the southwest corner further south	1 to 2 years	2018	Complete
20	Lorne Avenue & Taylor Street	Move street name blades to same posts as stop signs	1 to 2 years	2018	Complete
21	Lorne Avenue & Taylor Street	Move westbound lane designation sign to more visible location & add pavement markings to show separated lanes for left turn & shared through / right turn lanes	1 to 2 years	2018	Complete
22	Kilburn Avenue & 2 <sup>nd</sup> Street	Parking restrictions on Kilburn Ave at 10m on NW, SE & SW corners	1 to 2 years	2018	Complete
23	Kilburn Ave & 4 <sup>th</sup> Street	Parking restrictions on Kilburn Ave at 10m on SE corner and entire west portion of intersection	1 to 2 years	2018	Complete
24	8 <sup>th</sup> Street & Poplar Crescent	Zebra crosswalk, Connect new sidewalk	1 to 2 years	2018	Complete
25	8 <sup>th</sup> Street - Lorne Avenue to Broadway Avenue	Provide speed data to Saskatoon Police Service for enforcement	1 to 2 years	2018	Complete
26	Lorne Avenue between Taylor Street & 8 <sup>th</sup> Street	Provide speed data to Saskatoon Police Service for enforcement	1 to 2 years	2018	Complete
27	McPherson Avenue – 5 <sup>th</sup> Street to 6 <sup>th</sup> Street (school zone)	Speed study in spring 2018	1 to 2 years	2018	85 <sup>th</sup> percentile speed was 34 kph. No further recommendations.
28	Lorne Avenue & 7 <sup>th</sup> Street	Traffic count in spring 2018; see if pedestrian improvements are needed	1 to 2 years	2018	6 pedestrians crossed Lorne Avenue during the 6-hour peak period. No further recommendations.
29	7 <sup>th</sup> Street between Eastlake Avenue & Broadway Avenue	Traffic volume & speed study in spring 2018	1 to 2 years	2018	85 <sup>th</sup> percentile speed was 32 kph. No further recommendations.
30	8 <sup>th</sup> Street - Poplar Crescent to Coy Avenue	Sidewalk on south side	5 years plus	TBD	On sidewalk retrofit list
31	Kilburn Avenue – 2 <sup>nd</sup> Street to 4 <sup>th</sup> Street	Sidewalk on west side	5 years plus	TBD	On sidewalk retrofit list
32	McPherson Avenue – 5 <sup>th</sup> Street to 7 <sup>th</sup> Street	Sidewalk on west side	5 years plus	TBD	On sidewalk retrofit list
33	6 <sup>th</sup> Street - Lorne Avenue to Coy Avenue	Sidewalk on south side	5 years plus	TBD	On sidewalk retrofit list

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
34	Lorne Avenue - from Taylor Street to 8 <sup>th</sup> Street	Upgrade southbound light fixture	3 to 5 years	TBD	To be coordinated with Saskatoon Light & Power

TABLE 2-28: DUNDONALD IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Latrace Road & Wedge Road	Curb extension & median island (south side) Pedestrian crosswalk	3 to 5 years	Installed temporarily fall 2018	Permanent 2025 <sup>1</sup>
2	Latrace Road & Robinson Crescent (south)	Curb extensions & median islands (both sides) Pedestrian crosswalk	3 to 5 years	Installed temporarily fall 2018	Permanent installation 2027 <sup>1</sup>
3	Latrace Road & Flavelle Crescent (north)	Curb extensions & median island (south side) Pedestrian crosswalk	3 to 5 years	Installed temporarily fall 2018	Permanent installation 2026 <sup>1</sup>
4	Hunt Road & Sumner Crescent	Upgrade pavement markings to zebra crosswalk	1 to 2 years	2018	Complete
5	Wedge Road & Bowman Crescent	Upgrade pavement markings to zebra crosswalk	1 to 2 years	2018	Complete
6	Wedge Road & George Road	Zebra crosswalk (north side)	1 to 2 years	Added a median island. Installed temporarily in 2018.	Permanent installation 2022 <sup>1</sup>
7	Wedge Road & George Road	Restrict parking	1 to 2 years	2018	Complete
8	Wedge Road & George Road	Pedestrian accessibility ramp	5 years plus	TBD	On accessibility ramp list
9	George Road	Speed display board (facing southbound traffic between Markaroff Road & Wedge Road)	1 to 2 years	2019 or later	On speed display board list of locations for installation
10	37th Street & Junor Avenue	Lane designation signs for southbound traffic	1 to 2 years	2018	Complete
11	37th Street	Update speed hump signing	1 to 2 years	2018	In progress
12	Latrace Road	Update speed hump signing	1 to 2 years	2018	In progress

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

TABLE 2-29: ERINDALE – ARBOR CREEK IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	115 <sup>th</sup> Street between Berini Drive & Kenderdine Road	Speed Display Board facing westbound traffic	1 to 2 years	2018	Complete
2	North side of intersection of Berini Drive & Rogers Road	Speed Display Board facing southbound traffic	1 to 2 years	2019 or later	On speed display board list of locations for installation
3	Kenderdine Road & Perehudoff Crescent (west)	Pedestrian Ahead, Do Not Block Intersection, and pedestrian crosswalk signs	1 to 2 years	2018	Complete
4	Bentham Crescent (north) & Kenderdine Road	Zebra crosswalk	1 to 2 years	2018	Complete
5	Bentham Crescent (south) & Kenderdine Road	Curb extension	3 to 5 years	Installed temporarily fall 2018	Permanent 2024 <sup>1</sup>
6	Kenderdine Road between Brunst Crescent & Gillam Crescent	Speed Display Board facing northbound traffic	1 to 2 years	2019 or later	On speed display board list of locations for installation
7	30 m west of Kenderdine Road & Epp Avenue/ Mulcaster Crescent	Speed Display Board facing eastbound traffic	1 to 2 years	2019 or later	On speed display board list of locations for installation
8	Wickenden Crescent & Rogers Road	Make temporary curb extension permanent	3 to 5 years	Installed prior to Neighbourhood Traffic Review	Permanent 2025 <sup>1</sup>
9	Rogers Court & Rogers Road	Median island on east side	3 to 5 years	Installed temporarily fall 2018	Permanent 2023 <sup>1</sup>
10	Forsyth Way & Cowley Road	Modify the existing temporary curb extension	3 to 5 years	Installed temporarily fall 2018	Permanent 2025 <sup>1</sup>
11	Steiger Crescent/ Forsyth Crescent & Kenderdine Road	Median island on south side	3 to 5 years	Installed temporarily fall 2018	Permanent 2020 <sup>1</sup>
12	Kenderdine Road & Kerr Road (east)	Right Lane Must Turn Right sign, right turn arrow pavement marking (short-term)	1 to 2 years	2018	Complete
13	Kenderdine Road & Kerr Road (east)	temporary roundabout (mid-term)	3 to 5 years	TBD	To be reviewed after McOrmond Interchange is open
14	McOrmond Drive & Kerr Road	Paint yellow guiding line for the westbound left turn	1 to 2 years	TBD	To be complete after McOrmond Interchange is open

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
15	Stodola Court & Kenderdine Road	Median island on north side	3 to 5 years	Installed temporarily fall 2018	Permanent 2020 <sup>1</sup>
16	Kucey Crescent (west) & Kenderdine Road	Median island on west side and standard crosswalk on east side	3 to 5 years	Installed temporarily fall 2018	Permanent 2023 <sup>1</sup>
17	Kucey Crescent (east) & Kenderdine Road	Median island on east side and standard crosswalk on east side	3 to 5 years	Installed temporarily fall 2018	Permanent 2023 <sup>1</sup>
18	Beckett Green (north) & Kenderdine Road	Median island on south side	3 to 5 years	Installed temporarily fall 2018	Permanent 2023 <sup>1</sup>
19	Beckett Crescent (south) & Beckett Green	Curb extension on southwest corner and yield sign	3 to 5 years	Installed temporarily 2017	Permanent 2025 <sup>1</sup>
20	Cowley Road & Kerr Road	Make temporary curb extension permanent	3 to 5 years	Installed prior to Neighbourhood Traffic Review	Permanent 2026 <sup>1</sup>
21	319 Perehudoff Crescent	No Parking signs and Checkerboard signs	1 to 2 years	2018	Complete
22	Kenderdine Road (South of Kerr Road); Berini Drive; Kerr Road; 115 <sup>th</sup> Street; Perehudoff Crescent	Provide speed data to Saskatoon Police Service for enforcement	1 to 2 years	2018	Complete

TABLE 2-30: NORTH PARK – RICHMOND HEIGHTS IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Balmoral Street & 8 <sup>th</sup> Avenue	Upgrade standard crosswalk to a zebra crosswalk on the east leg; Install curb extensions on the north and south sides of the east crosswalk	1 to 5 years	Installed temporarily fall 2018	Permanent 2025 <sup>1</sup>
2	Windsor Street & 9 <sup>th</sup> Avenue	Upgrade standard crosswalks to zebra crosswalks on the west and east legs	1 to 2 years	2018	Complete
3	Back Lane behind Former M.D. Ambulance	Traffic count in spring 2018	1 to 2 years		Based on field observations and a review of the 24 hour traffic count, three vehicles used this back lane and no safety issues were identified. No improvements are recommended.
4	Edward Avenue (Windsor Street to Hazen Street)	Speed assessment in spring 2018	1 to 2 years		The 85 <sup>th</sup> percentile speed was measured to be 48 kph. No improvements are recommended.
5	Windsor Street & Edward Avenue	Install zebra crosswalk on the west leg	1 to 2 years	2018	Complete
6	Edward Avenue (Balmoral Street to Windsor Street)	Speed assessment in spring 2018	1 to 2 years		The 85 <sup>th</sup> percentile speed was measured to be 37 kph during school hours and 39 kph outside of school hours. A speed display board for southbound traffic is recommended for installation in 2019 or 2020.
7	Alexandra Avenue & Eddy Place	Traffic count in spring 2018	1 to 2 years		Based on field observations and a review of the peak hour traffic counts, six pedestrians safely crossed this intersection with minimal delay. Pedestrians safely crossed during gaps in traffic or when vehicles stopped for them. No improvements are recommended.
8	Hazen Street & Alexandra Avenue	Install Stop Ahead warning sign for eastbound traffic	1 to 2 years	2018	Complete
9	Windsor Street & Alexandra Avenue	Upgrade standard crosswalks to zebra crosswalks on all legs	1 to 2 years	2018	Complete

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
10	Balmoral Street (Edward Avenue to Alexandra Avenue)	Remove school zone	1 to 2 years	2018	Complete
11	Balmoral Street (Empress Avenue to Spadina Crescent)	Speed assessment in spring 2018	1 to 2 years		The 85 <sup>th</sup> percentile speed was measured to be 48 kph. No improvements are recommended.
12	Spadina Crescent (Windsor Street to Balmoral Street)	Relocate 50 kph speed limit sign for southbound traffic closer to Windsor Street	1 to 2 years	2018	Complete
13	Spadina Crescent (Windsor Street to Balmoral Street)	Install speed display board for southbound traffic	1 to 2 years	2018	Complete
14	Spadina Crescent (33 <sup>rd</sup> Street to Oxford Street)	Install 50 kph speed limit sign for northbound traffic	1 to 2 years	2018	Complete
15	Spadina Crescent (33 <sup>rd</sup> Street to Oxford Street)	Install speed display board for northbound traffic	1 to 2 years	2019 or later	On speed display board list of locations for installation
16	Various	Install sidewalk	5 years plus	TBD	On sidewalk retrofit list
17	7 <sup>th</sup> Avenue & Balmoral Street	Install accessibility ramps on southwest and southeast corners	5 years plus	TBD	On accessibility ramp list

TABLE 2-31: PLEASANT HILL IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	20 <sup>th</sup> Street (Avenue T and Avenue U)	Install speed display board facing eastbound traffic	1 to 2 years	2018	Complete
2	20 <sup>th</sup> Street east of Avenue T	Install Right Turn Only Lane sign for westbound traffic	1 to 2 years	2018	Complete
3	20 <sup>th</sup> Street & Avenue S	Install Pedestrians Prohibited / Allowed / Arrow signs for northbound & southbound pedestrians on east leg	1 to 2 years	2018	Complete
4	20 <sup>th</sup> Street & Avenue S	Install zebra crosswalks on west and north legs	1 to 2 years	2018	Complete
5	20 <sup>th</sup> Street west of Avenue R	Remove Right Lane Ends warning sign on north side of 20 <sup>th</sup> Street for westbound traffic	1 to 2 years	2018	Complete
6	20 <sup>th</sup> Street & Avenue R	Install a "No Parking" sign on south side of 20 <sup>th</sup> Street 15 metres west of Avenue R	1 to 2 years	2018	Complete
7	20 <sup>th</sup> Street (Avenue O and Avenue P)	Install School Ahead warning sign for eastbound traffic	1 to 2 years	2018	Complete
8	Avenue O (20 <sup>th</sup> Street and 21 <sup>st</sup> Street)	Install "2 Hour Parking" signs on west side of Avenue O	1 to 2 years	2018	Complete
9	20 <sup>th</sup> Street & Avenue O / Columbian Place	Relocate overhead School Ahead warning sign closer to traffic signal head	1 to 2 years	2018	Complete
10	20 <sup>th</sup> Street & Avenue O / Columbian Place	Install zebra crosswalk on west leg	1 to 2 years	2018	Complete
11	20 <sup>th</sup> Street & Avenue O / Columbian Place	Modify pedestrian signal timing	1 - 2 years	TBD	On signal upgrades list
12	20 <sup>th</sup> Street & Avenue N	Install zebra crosswalk on west leg	1 to 2 years	2018	Complete
13	21 <sup>st</sup> Street & Avenue M	Traffic count in spring 2018	1 to 2 years	Based on a review of the traffic count, an all-way stop is not warranted. No further recommendations.	Complete
14	20 <sup>th</sup> Street & Avenue M	Relocate overhead School Ahead warning sign closer to traffic signal head	1 to 2 years	2018	Complete
15	20 <sup>th</sup> Street & Avenue M	Install zebra crosswalk on east leg	1 to 2 years	2018	Complete
16	20 <sup>th</sup> Street (Avenue L and Avenue M)	Install School Ahead warning sign for westbound traffic	1 to 2 years	2018	Complete
17	Avenue P & Affinity Credit Union Driveway	Install "2 Hour Parking" signs on east side of Avenue P north of Affinity Credit Union driveway	1 to 2 years	2018	Complete

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
18	Avenue P & Affinity Credit Union Driveway	Install "No Parking" signs on east side of Avenue P six metres from each side of Affinity Credit Union driveway	1 to 2 years	2018	Complete
19	18 <sup>th</sup> Street & Avenue Q	Remove Road Narrows warning sign and 20 kph Advisory Speed warning sign; Install stop sign for northbound traffic; Install "Local Traffic Only" sign for southbound traffic	1 to 2 years	2018	Complete
20	17 <sup>th</sup> Street & Back Lane south of 18 <sup>th</sup> Street	Install One-Way signs for southbound traffic; Install Curve warning sign and 20 kph Advisory Speed warning sign for southbound traffic	1 to 2 years	2018	Complete
21	17 <sup>th</sup> Street & Avenue S	Remove Road Narrows warning sign and 20 kph Advisory Speed warning sign; Install Entry Prohibited sign for eastbound traffic	1 to 2 years	2018	Complete
22	18 <sup>th</sup> Street & Avenue W	Traffic count in spring 2018	1 to 2 years	Based on a review of the count information, a pedestrian device is not warrant. No further recommendations.	Complete
23	Avenue W (17 <sup>th</sup> Street and Appleby Drive)	Speed assessment in spring 2018	1 to 2 years	85 <sup>th</sup> percentile speeds were 49 kph. No further recommendations.	Complete
24	South side of 21 <sup>st</sup> Street (Avenue U and Witney Avenue)	Install sidewalk	5 years plus	TBD	On sidewalk retrofit list
25	North side of 21 <sup>st</sup> Street (Avenue W and Witney Avenue)	Install sidewalk	5 years plus	TBD	On sidewalk retrofit list
26	North side of 21 <sup>st</sup> Street (Avenue I and Avenue P)	Install sidewalk	5 years plus	TBD	On sidewalk retrofit list

TABLE 2-32: QUEEN ELIZABETH – EXHIBITION IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	St. Henry Avenue & Hilliard Street	Median islands	3-5 years	Installed temporarily in 2018	Permanent 2027 <sup>1</sup>
2	Herman Avenue & Isabella Street	Median island & standard crosswalk on south side	3-5 years	Installed temporarily in 2018	Permanent 2020 <sup>1</sup>
3	Herman Avenue & Adelaide Street	15 m parking restrictions on Herman Avenue on northwest (school) & southwest (park) corners	1-2 years	2018	Complete
4	Ruth Street & St. George Avenue	15 m parking restrictions on Ruth Street on northwest corner	1-2 years	2018	Complete
5	Ruth Street & St. George Avenue	Move eastbound-facing Do Not Enter sign & replace with larger sign	1-2 years	Added channelized island. Installed temporarily in 2018.	Permanent 2026 <sup>1</sup>
6	Lorne Avenue & Taylor Street	Move bus stop on the southwest corner further south	1-2 years	2018	Complete
7	Lorne Avenue & Taylor Street	Move street name blades to same posts as stop signs	1-2 years	2018	Complete
8	Lorne Avenue & Taylor Street	Move westbound lane designation sign to more visible location & add pavement markings to show separated lanes for left turn & shared through / right turn lanes	1-2 years	2018	Complete
9	Eastlake Avenue & Maple Street	Curb extensions on northwest & southwest corners	3-5 years	Installed temporarily in 2018	Permanent 2026 <sup>1</sup>
10	Eastlake Avenue & Hilliard Street	Median islands with additional yield signs	3-5 years	Installed temporarily in 2018	Permanent 2025 <sup>1</sup>
11	Eastlake Avenue & Adelaide Street	Median island & zebra crosswalk on north side	3-5 years	Installed temporarily in 2018	Permanent 2025
12	Ruth Street	Speed display board (facing eastbound traffic prior to Weaver Park)	1-2 years	1 – 2 years	On speed display board list of locations for installation
13	Ruth Street between Lorne Avenue & Clarence Avenue	Provide speed data to Saskatoon Police Service for enforcement	1-2 years	2018	Complete

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
14	Taylor Street between Lorne Avenue & Clarence Avenue	Provide speed data to Saskatoon Police Service for enforcement	1-2 years	2018	Complete
15	Lorne Avenue between Ruth Street & Taylor Street	Provide speed data to Saskatoon Police Service for enforcement	1-2 years	2018	Complete
16	Herman Avenue between Hilliard St & Adelaide Street	Provide speed data to Saskatoon Police Service for enforcement	1-2 years	2018	Complete
17	Lane east of St. George Avenue between Taylor Street & Adelaide Street	Traffic count in spring 2018	1-2 years	2018	Count completed. Review in progress.
18	Lansdowne Avenue - Ruth Street to Adelaide Street	Speed study in Spring 2018	1-2 years	85 <sup>th</sup> percentile speed was 44.9 kph. No further recommendations.	Complete
19	Isabella Street & Lorne Avenue	Traffic count in Spring 2018	1-2 years	2018	Count completed. Review in progress.
20	Eastlake Avenue	Sidewalk on west side of Eastlake Avenue between Isabella Street & Willow Street	5 years plus	TBD	On sidewalk retrofit list
21	McPherson Avenue	Sidewalk on west side of McPherson Avenue between Ruth Street & Elm Street	5 years plus	TBD	On sidewalk retrofit list
22	Isabella Street	Sidewalk on south side of Isabella Street between Lorne Avenue & pathway into Thornton Park	5 years plus	TBD	On sidewalk retrofit list
23	St. Henry Avenue	Sidewalk on east side of St. Henry Avenue between Hilliard Street & Isabella Street	5 years plus	TBD	On sidewalk retrofit list

TABLE 2-33: SILVERWOOD HEIGHTS IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	West of Adilman Drive & Davies Road / Spencer Crescent (West)	Relocate 50 kph speed limit sign for eastbound traffic	1-2 years	2018	In progress
2	Adilman Drive & Neusch Crescent (West) / Egnatoff Crescent (West)	Install median island on west leg; Provide speed data to Saskatoon Police Service for enforcement	3-5 years	2018	Temporary installation in progress Permanent installation 2020 <sup>1</sup>
3	Adilman Drive & Neusch Crescent (West) / Egnatoff Crescent (West)	Traffic count in spring 2018	1-2 years	Based on field observations and a review of the peak hour traffic counts, pedestrians safely crossed during gaps in traffic or when vehicles stopped for them.	Complete. No further recommendations.
4	Marcotte Crescent (Marcotte Way to Marcotte Road)	Traffic count in spring 2018	1-2 years	Marcotte Crescent is classified as a local roadway intended to carry less than 1,000 vehicles per day. Based on a review of the traffic count, the Average Daily Traffic was measured to be 150 vehicles per day. No shortcutting issues were identified.	Complete. No further recommendations.
5	Goerzen Street & Nordstrum Road	Install median island on west leg; Provide speed data to Saskatoon Police Service for enforcement	3-5 years	2018	Temporary installation in progress Permanent installation 2022 <sup>1</sup>
6	Russell Road & Girgulis Crescent (North)	Install curb extension on east side of north crosswalk; Provide speed data to Saskatoon Police Service for enforcement	3-5 years	2018	Temporary installation in progress Permanent installation 2026 <sup>1</sup>
7	Russell Road & Girgulis Crescent (North)	Upgrade to zebra crosswalk on north leg	1-2 years	2019	In progress
8	Russell Road & Goerzen Street	Upgrade to zebra crosswalk on south leg	1-2 years	2019	In progress
9	Russell Road & Davies Road	Upgrade to zebra crosswalk on north leg	1-2 years	2019	In progress

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

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Item	Location	Proposed Measure	Time Frame	Installation Date	Status
10	Verbeke Road & Verbeke Court / Verbeke Crescent (West)	Install yield signs assigning right-of-way to Verbeke Road	1-2 years	2018	In progress
11	Verbeke Road & Verbeke Place	Install yield sign assigning right-of-way to Verbeke Road	1-2 years	2018	In progress
12	Verbeke Road & Gathercole Crescent (West)	Install yield sign assigning right-of-way to Verbeke Road	1-2 years	2018	In progress
13	Verbeke Road & Verbeke Crescent (East) / Gathercole Crescent (East)	Install yield signs assigning right-of-way to Verbeke Road	1-2 years	2018	In progress
14	Molloy Street & Bain Crescent (West) / Kindrachuk Crescent (West)	Install median island on west leg; Provide speed data to Saskatoon Police Service for enforcement		2018	Temporary installation in progress Permanent installation 2021 <sup>1</sup>
15	Silverwood Road & Molloy Street / Perreault Crescent (South)	Paint stop lines for eastbound and westbound traffic	1-2 years	2019	In progress
16	Silverwood Road from Ball Crescent (North) to Ball Crescent (South)	Install School Ahead warning sign for southbound traffic; Provide speed data to Saskatoon Police Service for enforcement	1-2 years	2018	In progress
17	Silverwood Road & Whiteswan Drive	Install median island on north leg; Install curb extension on west side of north crosswalk; Install curb extension on east side of south crosswalk; Provide speed data to Saskatoon Police Service for enforcement	3-5 years	2018	Temporary installation in progress Permanent installation 2025 <sup>1</sup>
18	Silverwood Road & O'Brien Crescent (East) / A.E. Adams Crescent (West)	Install median island on west leg; Provide speed data to Saskatoon Police Service for enforcement	3-5 years	2018	Temporary installation in progress Permanent installation 2020 <sup>1</sup>
19	Whiteswan Drive & A.E. Adams Crescent Walkway (West)	Install median island	3-5 years	2018	Temporary installation in progress Permanent installation 2027 <sup>1</sup>

**Neighbourhood Traffic Reviews Implementation 2019 Budget Update**

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
20	Whiteswan Drive from A.E. Adams Crescent Walkway (West) to A.E. Adams Crescent Walkway (East)	Install speed display board for eastbound traffic; Provide speed data to Saskatoon Police Service for enforcement	1-2 years	Complete	In progress
21	Whiteswan Drive & Wastewater Treatment Plant Access	Install curb extensions and median island on east leg	3-5 years	2018	Temporary installation in progress Permanent installation 2025 <sup>1</sup>
22	Nordstrum Road (Allegretto Way to Nordstrum Court)	Speed assessment in spring 2018	1-2 years	The 85 <sup>th</sup> percentile speed was measured to be 44 kph.	Complete.
23	Allegretto Crescent (Allegretto Way to Nordstrum Road)	Speed assessment in spring 2018	1-2 years	The 85 <sup>th</sup> percentile speed was measured to be 39 kph.	No further recommendations.
24	Lenore Drive (Wanuskewin Road to Russell Road)	Provide speed data to Saskatoon Police Service for enforcement	1-2 years	2018	In progress
25	Lenore Drive & Russell Road / Primrose Drive	Install U-turn prohibited sign for eastbound traffic	1-2 years	2018	In progress
26	Lenore Drive & La Loche Road	Upgrade standard crosswalk to zebra crosswalk on the east leg	1-2 years	2019	In progress
27	Lenore Drive & La Loche Road	Install U-turn prohibited sign for westbound traffic	1-2 years	2018	In progress
28	Lenore Drive & Cypress Court	Upgrade standard crosswalk to zebra crosswalk on the east leg	1-2 years	2019	In progress
29	Lenore Drive from Cypress Court to Redberry Road (East)	Install speed display board for westbound traffic	1-2 years	2019 or 2020	On speed display board list of locations for installation
30	Lenore Drive from Cypress Court to Redberry Road (East)	Provide speed data to Saskatoon Police Service for enforcement	1-2 years	2018	In progress
31	Lenore Drive & Redberry Road (East)	Upgrade standard crosswalk to zebra crosswalk on west leg	1-2 years	2019	In progress
32	Lenore Drive & Redberry Road (East)	Install U-turn prohibited sign for eastbound traffic	1-2 years	2018	In progress
33	West side of Wanuskewin Road adjacent to Independent Grocer	Install sidewalk	5 years plus	TBD	On sidewalk retrofit list

TABLE 2-34: WILDWOOD IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Tim Hortons driveway on Moss Ave	Discuss driveway modification with property owner	1-2 years	2018	Complete
2	1035 Moss Avenue driveways	No parking signs	1-2 years	2018	Complete
3	Moss Avenue & Parkdale Road	No parking signs on northwest corner	1-2 years	2018	Complete
4	100 m east of Moss Avenue & Parkdale Road	Speed display board facing westbound traffic	1 – 2 years	2018	Complete
5	Parkdale Road & Rosedale Road	Relocate the standard crosswalk from Parkdale Road & Meglund Crescent to the east leg of this intersection and install curb extension	1 – 5 years	Installed temporarily in summer 2018	Permanent 2025 <sup>1</sup>
6	Rosedale Road & Tennant Crescent	Make temporary curb extension permanent	3 – 5 years	Installed temporarily prior to Neighbourhood Traffic Review	Permanent 2026 <sup>1</sup>
7	Rosedale Road & Schwager Crescent	Curb extension on south leg	1 – 5 years	Installed temporarily in summer 2018	Permanent 2026 <sup>1</sup>
8	Avondale Road & Richardt Place	Tree trimming and zebra crosswalk	1-2 years	2018	In progress
9	Bishop Pocock School entrance on Avondale Road	No stopping signs and zebra crosswalk	1-2 years	2018	Complete
10	Avondale Road & Penryn Crescent (west)	No parking signs on east leg	1-2 years	2018	Complete
11	Acadia Drive & Avondale Road	Tree trimming	1-2 years	TBD	In progress
12	50 m south of Acadia Drive & Haight Crescent (south)	Speed display board facing northbound traffic	1 – 2 years	2019 or later	On speed display board list of locations for installation
13	Circle Drive northbound off-ramp	Relocate the “Mall Traffic Only” sign and install lane pavement marking	1-2 years	2018	Complete
14	Taylor Street & Kingsmere Boulevard	Oversized “No U Turn” Sign for eastbound traffic	1-2 years	2018	Complete
15	Lakewood Civic Centre driveways	Accessibility ramps	5 years plus	TBD	On accessibility ramp list

<sup>1</sup> Assuming increased future funding levels and subject to funding being approved by Council.

TABLE 2-35: HUDSON BAY INDUSTRIAL AND NORTH INDUSTRIAL IMPLEMENTATION STATUS

Item	Location	Proposed Measure	Time Frame	Installation Date	Status
1	Millar Avenue between 51 <sup>st</sup> Street & 60 <sup>th</sup> Street	Install speed display board north side of 52nd Street facing the northbound direction	1-2 years	2019 or later	On speed display board list of locations for installation
2	Millar Avenue between 51 <sup>st</sup> Street & 60 <sup>th</sup> Street	Install speed display board south of 60 <sup>th</sup> Street facing the southbound direction	1-2 years	2019 or later	On speed display board list of locations for installation
3	Millar Avenue between 51 <sup>st</sup> Street & 60 <sup>th</sup> Street	Forward peak hour speed data to Saskatoon Police Service to consider enforcement	1-2 years	2018	Complete
4	Millar Avenue & 52nd Street	Wait until pilot RRFB project at Millar & 43rd to implement first before this one implement (Review for Rectangular Rapid Flashing Beacons (RRFB))*	1-2 years	2019 or later	Awaiting completion of the RRFB pilot project.
5	2922 Millar Avenue	Increase parking enforcement.	1-2 years	Forwarded to parking services for enforcement	Ongoing
6	Faithfull Crescent	Increase parking enforcement.	1-2 years	Forwarded to parking services for enforcement	Ongoing
7	706 Circle Drive (Super 8 Motel) back lane	Install 20 kph signs. Reduce driver speed.	1-2 years	2018 or 2019	In progress
8	400 Block of 42nd A Street back lane	Install 20 kph signs. Reduce driver speed.	1-2 years	2018 or 2019	In progress
9	709 Circle Drive (Tim Hortons driveway)	Install stop sign.	1-2 years	2018	Complete
10	Millar Avenue & 43rd Street	Review for Rectangular Rapid Flashing Beacons (RRFB)*.	1-2 years	2018	Installed as part of the RRFB pilot project.
11	Millar Avenue & 43rd Street	Install Do not Block Intersection signs and Pedestrian Ahead signs.	1-2 years	2018 or 2019	In progress
12	48th Street & Wentz Avenue	Install No Parking signs on Wentz Avenue 10 m from intersection on northwest and southeast corner.	1-2 years	2018 or 2019	In progress
13	50th Street & Wentz Avenue	Install No Parking signs on Wentz Avenue 10 m from intersection on northwest and southeast corner.	1-2 years	2018 or 2019	In progress
14	2250 Northridge Drive	Install No Parking signs and 30 kph warning sign.	1-2 years	2018 or 2019	In progress
15	Faithfull Avenue between Circle Drive and 60th Street	Restrict on-street parking from Circle Drive to 60th Street, resulting in an additional travel lane in each direction.	1-2 years	2019	In progress

### 3. 2019 TO 2027 RECOMMENDED PERMANENT INSTALLATIONS

This section of the status report provides details on the outstanding list of temporary traffic calming measures installed and awaiting permanent installation. The traffic calming devices will be installed permanently based on the following criteria:

1. Traffic calming devices temporarily installed prior to the NTR.
2. Locations adjacent to schools or parks.
3. Locations addressing speeding or shortcutting issues.
4. Year of the NTR.
5. Locations that lead to a school or park.
6. Low cost devices that fit within budget.

Details of the permanent traffic calming implementation timing and cost estimates are provided in Table 3-1. As evident by the number of locations listed in the table, permanent installations are taking longer than the 5 years initially estimated to complete. In addition to the permanent traffic calming devices, sidewalks and ramps need to be constructed. Sidewalks and accessible ramps are included as part of the Active Transportation Program and will be prioritized and implemented through the Active Transportation Capital Project.

TABLE 3-1: ESTIMATED COST FOR PERMANENT TRAFFIC CALMING CONSTRUCTION

Neighbourhood	Location	Curb Extensions	Median Islands	Cost Estimate - Permanent	Projected Budget Year (subject to available funding)											
					2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Mayfair-Kelsey-Woodlawn	35 Street & Avenue E	1		\$45,000	\$45,000											
	34 Street & Avenue E	2		\$90,000				\$90,000								
	36 Street & Avenue C	1		\$45,000					\$45,000							
	37 Street & Avenue B		1	\$5,000	\$5,000											
	37 Street & Ave D	1		\$45,000			\$45,000									
	37 Street & Avenue E		1	\$5,000			\$5,000									
	38 Street & Avenue C	1		\$45,000					\$45,000							
	38 Street & Avenue D		1	\$5,000	\$5,000											
	38 Street & Avenue G		1	\$5,000		\$5,000										
	39 Street & Avenue E		2	\$10,000		\$10,000										
Brevoort Park	Salisbury Dr at curve west of Conn Ave		2	\$10,000	\$10,000											
	Early Dr & Webb Cres		1	\$5,000			\$5,000									
	Early Dr & Phillips Cres (west)		1	\$5,000			\$5,000									
	Arlington Ave & Early Dr	1		\$90,000						\$90,000						
Caswell Hill	Avenue E & 30th St		2	\$10,000	\$10,000											
	Avenue D & 31st St	1		\$90,000			\$90,000									
	Avenue D & 23rd St	1		\$90,000						\$90,000						
	Avenue F & 31st Street (south)	2		\$90,000				\$90,000								
City Park	7th Ave & Duke St	1		\$90,000	\$90,000											
	7th Ave & Duchess St	2		\$135,000				\$135,000								
Haultain	Lansdowne Ave & 4th St		2	\$10,000	\$10,000											
	Lansdowne Ave & 6th St		2	\$10,000	\$10,000											
	Dufferin Ave & 1st St		2	\$10,000	\$10,000											
	Dufferin Ave & 3rd St		2	\$10,000	\$10,000											
	Dufferin Ave & 5th St		2	\$10,000	\$10,000											
	Dufferin Ave & 7th St		2	\$10,000	\$10,000											
Holliston	Grosvenor Ave & 5th St	1	1	\$50,000	\$50,000											
	Louise Ave & Hilliard St		1	\$5,000	\$5,000											
	Grosvenor Ave & 3rd St		1	\$5,000	\$5,000											
	Louise Ave & 7th St		1	\$10,000	\$10,000											
Hudson Bay Park	Valens Dr (in front of Henry Kelsey School)	2		\$90,000	\$90,000											
	Avenue I & 34th Street		1	\$5,000					\$5,000							
	Avenue I & 37th Street		1	\$5,000	\$5,000											
Nutana	Saskatchewan Cres - Idylwyld Cres to 8th St W	1		\$45,000						\$45,000						
	8th St W & Poplar Cres	1	1	\$50,000			\$50,000									
	Temperance St & Lansdowne Ave	2	1	\$95,000				\$95,000								

Nutana	Temperance St / Lansdowne Ave & 14th St			\$90,000				\$90,000								
	18th St & University Dr	1		\$45,000					\$45,000							
	Dufferin Avenue & 11th Street	1		\$90,000		\$90,000										
Varsity View	14th Street & McKinnon Avenue	2		\$90,000					\$90,000							
Westmount	29th St & Ave L	2		\$90,000					\$90,000							
	McMillan Ave & curve north of 31st St		2	\$10,000			\$10,000									
Adelaide-Churchill	Wilson Cres & Macdermid Cres	2		\$90,000				\$90,000								
	Wilson Cres & MacKenzie Cres	2		\$135,000							\$135,000					
	Haultain Ave & Cascade St	3		\$90,000						\$90,000						
Avalon	Wilson Cres & Harrison Cres (north)	2		\$90,000					\$90,000							
	Wilson Cres & Harrison Cres (south)	2		\$90,000					\$90,000							
	919 Glasgow St (near Clarence Ave)	2		\$90,000												
	Glasgow St & Turner Ave	1	1	\$50,000					\$50,000							
	Glasgow St & MacEachern	2		\$90,000						\$90,000						
	711 Glasgow St			\$45,000												
Greystone Heights	Arlington Ave & Main St		1	\$5,000		\$5,000										
	Arlington Ave & Mitchell St	1	1	\$50,000							\$50,000					
	Main St & Moxon Cres	2		\$90,000							\$90,000					
Lakeview	Kingsmere Blvd & Costigan Rd (south)		2	\$10,000		\$10,000										
	Kingsmere Blvd & Costigan Rd (north)		1	\$5,000			\$5,000									
	Taylor St & Weyakwin Dr		1	\$5,000			\$5,000									
Meadowgreen	18th St & Ave Y	1	1	\$50,000						\$50,000						
	Witney Ave & 21st St	1		\$45,000							\$45,000					
	Witney Ave & 20th St		4	\$20,000		\$20,000										
Mount Royal	Ave W & Rylston Rd	2		\$90,000							\$90,000					
	Ave W & 29th St		1	\$5,000		\$5,000										
Grosvenor Park	14th Street & Leslie Avenue		1	\$5,000						\$5,000						
	14th & Bate Crescent		1	\$5,000						\$5,000						
	14th & Bate Crescent	1											\$50,000			
	Bate Crescent & Isbister Street		1	\$5,000								\$45,000				
	Bate Crescent & curve south of Isbister Street		1	\$5,000								\$5,000				
	Lake Crescent & Leslie Avenue		1	\$5,000							\$5,000					
	Leslie, between Garrison Crescent and Copland Crescent		1	\$5,000					\$5,000							
	Copland Crescent, north of Main Street		1	\$5,000					\$5,000							
Hampton Village	Copland Crescent, midblock in front of Misbah School	2		\$90,000							\$90,000					
	McClocklin Road & West Hampton Boulevard		1	\$5,000							\$5,000					

Hampton Village	West Hampton Boulevard & Geary Crescent		1	\$5,000								\$5,000				
	McClocklin Road & McKague Crescent	2	1	\$95,000									\$95,000			
	Hampton Circle & Klassen Crescent		1	\$5,000								\$5,000				
	Hampton Circle & Hampton Gate North		4	\$20,000								\$20,000				
	Hampton Circle & East Hampton Boulevard		2	\$10,000						\$10,000						
	Hampton Circle & West Hampton Boulevard		2	\$10,000						\$10,000						
	East Hampton Boulevard & Korol Crescent		2	\$10,000						\$10,000						
	Richardson Road & McClocklin Road		1	\$5,000						\$5,000						
	McClocklin Road & Sumner Crescent	2		\$90,000								\$90,000				
	Richardson Road & 37th Street		2	\$10,000						\$10,000						
Lakeridge	Kingsmere Boulevard & Brightwater Crescent	1		\$45,000							\$45,000					
	Emmeline Road & Swan Crescent (west)	1	1	\$50,000								\$50,000				
	Emmeline Road (at midblock crosswalk)	1	1	\$50,000								\$50,000				
	Nemeiben Road & Brudell Road	1	1	\$50,000								\$50,000				
	Nemeiben Road & Smoothstone Crescent (East)	1	1	\$50,000									\$ 50,000			
	Nemeiben Road & Waterbury Road		1	\$5,000						\$5,000						
Parkridge	McCormack Road & Needham Crescent (East) / Fairburn Court	2	1	\$95,000								\$95,000				
	McCormack Road & Streb Crescent (West)		1	\$5,000						\$5,000						
	McCormack Road & Postnikoff Crescent (West) to Postnikoff Crescent (East)		1	\$5,000						\$5,000						
Silverspring	Konihowski Road & Rever Road		2	\$10,000							\$5,000					
	Konihowski Road & Pezer Crescent (North)		1	\$5,000							\$5,000					
	Konihowski Road & Haslam Place / McWillie Avenue		1	\$5,000							\$5,000					
	Rever Road & Haslam Street / Fairbrother Crescent (South)		1	\$5,000								\$5,000				
	Rever Road & Haslam Crescent / Fairbrother Crescent (North)		1	\$5,000								\$5,000				
Stonebridge	Vic Boulevard & Assaly Street	2	2	\$100,000									\$100,000			
	Pringle Crescent & Pringle Lane		1	\$5,000						\$5,000						
	Galloway Road & McInosh Street	2	1	\$95,000									\$95,000			
	Gordon Road & MacInnes Street / Holmes Crescent	2		\$90,000									\$90,000			
	Hunter Road & Rempel Manor	1		\$5,000						\$5,000						

Stonebridge	Stonebridge Common & Brainerd Crescent	1		\$5,000						\$5,000						
	Stonebridge Common & Snell Crescent	1		\$5,000						\$5,000						
Sutherland	Reid Road & Reid Road		1	\$5,000							\$5,000					
	Lanyon Avenue & 112th Street		1	\$5,000								\$5,000				
	Bryans Avenue & 112th Street		1	\$5,000								\$5,000				
	Rita Avenue & 110th Street	2		\$5,000						\$5,000						
	105th Street & Moran Avenue		1	\$5,000						\$5,000						
Willowgrove	Stensrud Road & Muzika Road		1	\$5,000						\$5,000						
	Stensrud Road & Van Impe Court / Lamarsh Road Stensrud Road & Van Impe Court / Lamarsh Road Stensrud Road & Van Impe Court / Lamarsh Road		1	\$5,000						\$5,000						
	Stensrud Road & Addison Road / Shepherd Crescent		1	\$5,000						\$5,000						
	Stensrud Road & Paton Crescent (south)		1	\$5,000						\$5,000						
	Addison Road & Waters Crescent (east)	1	1	\$50,000								\$50,000				
	Willowgrove Boulevard & Maguire Crescent (east)	2		\$90,000								\$90,000				
	Muzyka Road & Patrick Crescent (south)		1	\$5,000						\$5,000						
Buena Vista	Eastlake Avenue & 2nd, 4th & 6th Street		6	\$30,000										\$30,000		
	Melrose Avenue & 1st, 3rd & 5th Street		5	\$25,000									\$25,000			
	Melrose Avenue & 6th Street	1		\$100,000												\$100,000
	Victoria Avenue & 6th Street	1		\$90,000											\$90,000	
Dundonald	Latrace Road & Wedge Road	1	1	\$50,000										\$50,000		
	Latrace Road & Robinson Crescent (south)	2	2	\$100,000												\$100,000
	Latrace Road & Flavelle Crescent (north)	2	1	\$95,000											\$95,000	
	George Road & Wedge Road		1	\$5,000							\$5,000					
Erindale – Arbor Creek	Bentham Crescent (south) & Kenderdine Road	2		\$90,000									\$90,000			
	Wickenden Crescent & Rogers Road	1		\$45,000										\$45,000		
	Rogers Court & Rogers Road		1	\$5,000								\$5,000				
	Forsyth Way & Cowley Road	1		\$45,000										\$45,000		
	Steiger Crescent / Forsyth Crescent & Kenderdine Road		1	\$5,000					\$5,000							
	Stodolaa Court & Kenderdine Road		1	\$5,000					\$5,000							
	Kucey Crescent (west) & Kenderdine Road		1	\$5,000								\$5,000				
	Kucey Crescent (eastt) & Kenderdine Road		1	\$5,000								\$5,000				
	Beckett Green (north) & Kenderdine Road		1	\$5,000								\$5,000				

Erindale – Arbor Creek	Beckett Green (south) & Beckett Green	1		\$45,000										\$45,000		
	Cowley Road & Kerr Road	2		\$90,000											\$90,000	
	Kenderdine Road & Kerr Road (east)			\$150,000												\$150,000
North Park - Richmond Heights	Balmoral Street & 8th Avenue	2		\$90,000										\$90,000		
Queen Elizabeth - Exhibition	St. Henry Avenue & Hilliard Street		2	\$90,000												\$90,000
	Herman Avenue & Isabella Street		1	\$5,000					\$5,000							
	Eastlake Avenue & Maple Street	2		\$90,000											\$90,000	
	Eastlake Avenue & Hilliard Street		2	\$10,000										\$5,000		
	Eastlake Avenue & Adelaide Street		1	\$5,000										\$5,000		
	St. George Avenue & Ruth Street			\$90,000											\$90,000	
Silverwood Heights	Adilman Drive & Neusch Crescent (west) / Egnatoff Crescent (west)		1	\$5,000					\$5,000							
	Goerzen Street & Nordstrum Road		1	\$5,000							\$5,000					
	Russell Road & Girgulis Crescent (north)	1		\$45,000											\$45,000	
	Molloy Street & Bain Crescent (West) / Kindrachuk Crescent (West)		1	\$5,000						\$5,000						
	Silverwood Road & Whiteswan Drive	2	1	\$105,000										\$105,000		
	Silverwood Road & O'Brien Crescent (East) / A.E. Adams Crescent (West)		1	\$5,000					\$5,000							
	Whiteswan Drive & A.E. Adams Crescent Walkway (West)	2	1	\$95,000												\$95,000
	Whiteswan Drive & Wastewater Treatment Plant Access	2	1	\$95,000										\$95,000		
Wildwood	Parkdale Road & Rosedale Road	1		\$45,000										\$45,000		
	Rosedale Road & Tennant Crescent	1		\$45,000											\$45,000	
	Rosedale Road & Schwager Crescent	1		\$45,000											\$45,000	
Total Cost for NTR Permanent Installations				\$4,165,000	\$390,000	\$145,000	\$220,000	\$590,000	\$585,000	\$585,000	\$585,000	\$595.000	\$595,000	\$560,000	\$590,000	\$535,000

Intersection Improvement Priority Location List

Rank	Intersection		Crash Rate per Million Trips	(a)	Average Delay (seconds)	Intersection Level of Service (LOS)	(b)	(a + b)	Comments
	Road 1	Road 2		Crash Rate Ranking			LOS Ranking	Ranking Points	
1	College Drive	Preston Avenue	0.5203	7	123	F	1	8	Integrate with future BRT planning, underway
2	51st Street	Millar Avenue	0.6267	4	72	E	6	10	Funding requested
3	33rd Street	Idylwyld Drive	0.5605	5	69	E	7	12	Integrate with future BRT planning, underway
4	Avenue C	Circle Drive	0.5182	8	89	F	4	12	Future review
5	22nd Street	Idylwyld Drive	0.5367	6	54	D	9	15	Concept plan complete, part of Imagine Idylwyld
6	8th Street	McKercher Drive	0.6604	3	29	C	13	16	Integrate with future BRT planning, underway
7	Circle Drive	Millar Avenue	0.3326	17	96	F	3	20	Future review
8	22nd Street	Confederation Drive / Fairmont Drive	0.4419	13	55	D	8	21	Functional plan completed
9	8th Street	Clarence Avenue	0.4834	11	31	C	12	23	Integrate with future BRT planning, underway
10	8th Street	Preston Avenue	0.5061	10	28	C	14	24	Integrate with future BRT planning, underway
11	22nd Street	Avenue W	0.3762	16	34	C	10	26	Integrate with future BRT planning, underway
12	8th Street	Acadia Drive	0.4643	12	28	C	15	27	Integrate with future BRT planning, underway
13	20th Street	Idylwyld Drive	0.4092	14	18	B	19	33	Concept plan complete, part of Imagine Idylwyld
14	Circle Drive	Faithfull Avenue	0.2879	18	26	C	16	34	Future review
15	Circle Drive	Clarence Avenue S. Int.	0.3775	15	13	B	20	35	Future review
16	8th Street	Circle Drive E. Int.	0.261	19	25	C	17	36	Integrate with future BRT planning, underway
17	Taylor Street	Clarence Avenue	0.3469	17	14	B	21	38	Future review
18	Circle Drive	Idylwyld Drive W. Int	0.2262	20	24	C	18	38	Future review

Capital Project #2468 – Active Transportation Plan Implementation (\$1,100,000)

The Active Transportation Plan program will focus on promoting active modes of transportation and increasing educating all road users about sharing the road. The Program will continue identify and develop plans and cost estimates for improvements to existing cycling facilities and new cycling and sidewalk facilities to address gaps and barriers. Construction of these improvements will be funded through TIER.

Action	Notes	Cost
Develop a complete and connected bicycle network for all ages and abilities throughout Saskatoon.	Identify and develop plans and cost estimates for improvements to existing cycling facilities and new facilities to address gaps and barriers.	\$ 70,000
Develop a downtown bicycle network for all ages and abilities.	Continue work on detailed design for downtown AAA cycling network.	\$ 40,000
Use city-wide campaigns to deliver positive messaging to promote walking and cycling	Develop and deliver a comprehensive education and awareness campaign about rights and responsibilities for all road users	\$ 180,000
Regularly update the Cycling Guide	Reprint and distribute cycling guide.	\$ 15,000
Support community events, programs, services and festivals that encourage walking and cycling.	Continue to seek opportunities to celebrate and promote active transportation and encourage active modes.	\$ 20,000
Continue to support the Learn to Ride Safe program.	Review and update existing program and administer program.	\$ 85,000
Provide enhanced bicycle crossings where bicycle facilities intersect with arterial streets.	Conduct feasibility and early implementation of bicycle detection at key bicycle network crossing locations.	\$ 40,000
Conduct a bike share feasibility study.	Scope and deliver a bike share feasibility study.	\$ 50,000

- Sidewalk Infill Program – \$200,000 (approximately 500 meters of new sidewalk)
  - The Administration will address gaps in the sidewalk network by installing new sidewalks and missing curb ramps in alignment with Major Projects rehabilitation plans for 2019 to maximize benefit and minimize costs:
    - Taylor Street, between Brudell Road and Boychuk Drive (North Side)
    - 35<sup>th</sup> Street, between Ave I and Ave F (South Side, North Side if adequate funding available)
- Curb Ramp Program - \$200,000 (approximately 80 ramps)
  - The Administration will address gaps in the sidewalk network by installing new sidewalks and missing curb ramps in alignment with Major Projects rehabilitation plans for 2019 to maximize benefit and minimize costs.
- Cycling Network Improvements - \$200,000
  - Implement improvements to existing cycling facilities and construct new facilities to address gaps and barriers.



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## Contract Extension for Corps of Commissionaires

### Recommendation of the Committee

1. That the current contracts be extended to the North Saskatchewan Division of the Canadian Corps of Commissionaires, until December 31, 2019, as a sole source, for the following services:
  - a. Parking Enforcement and Document Services;
  - b. Impound Lot Security and Administration;
  - c. Impounding Bylaw Enforcement Services;
  - d. Red Light Camera Services;
2. That the City Solicitor be requested to prepare the necessary agreement for execution by His Worship the Mayor and the City Clerk, under the corporate seal.

### History

At the November 6, 2018 Standing Policy Committee on Transportation meeting, a report of the General Manager, Community Services dated November 6, 2018 was considered.

Your Committee also resolved that the Administration provide information regarding sole source procurement vs Request for Proposals (RFP), with specific criteria outlining the benefits of Corps of Commissionaires hiring policies.

### Attachment

November 6, 2018 report of the General Manager, Community Services.

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## Contract Extension for Corps of Commissionaires

### Recommendation

1. That the current contracts be extended to the North Saskatchewan Division of the Canadian Corps of Commissionaires, until December 31, 2019, as a sole source, for the following services:
  - a) Parking Enforcement and Document Services;
  - b) Impound Lot Security and Administration;
  - c) Impounding Bylaw Enforcement Services; and
  - d) Red Light Camera Services; and
2. That the City Solicitor be requested to prepare the necessary agreement for execution by His Worship the Mayor and the City Clerk, under the corporate seal.

### Topic and Purpose

The purpose of this report is to seek approval to provide a sole source contract to the Canadian Corps of Commissionaires (Commissionaires) for the provision of parking and other services until December 31, 2019. The largest contract for parking enforcement services expired January 31, 2016; however, the Commissionaires has continued to provide all of the required services in accordance with the terms set out in the 2016 agreement. A sole source contract to December 31, 2019, is requested to allow the time necessary to select a successful proponent, through a Request for Proposals, for the provision of these services, to take effect January 1, 2020.

### Report Highlights

1. The contracts for provision of parking-related services with the Commissionaires expired in January 2016.
2. Procurement for contract services for required parking-related services will be undertaken in the coming months through issuance of a Request for Proposals, with the successful proponent in place for January 1, 2020.
3. A sole source contract with the Commissionaires extending to December 31, 2019, is proposed to allow time to issue a Request for Proposals as per City Council Policy No. C02-030, Purchase of Goods, Services and Work.

### Strategic Goals

The recommendations in this report support the Strategic Goal of Asset and Financial Stability, and Quality of Life. The City of Saskatoon (City) strives to investigate pricing solutions for services and infrastructure, and focuses on primary services that are of high importance to our citizens. Parking programs are administered and enforced through a partnership of civic and contract staff which effectively ensures that parking availability is maximized.

## Background

The Commissioners has provided parking enforcement services to the City for over 35 years. In more recent years, the services provided have expanded to include security and administrative services at the Impound Lot, impounding enforcement services (arranging for seizure of vehicles which have outstanding parking tickets), and review of red light camera tickets.

In 2011, City Council approved the issuance of a sole source contract for parking and enforcement services to the North Saskatchewan Division of the Canadian Corps of Commissioners for a five-year period, ending January 31, 2016. Since that time, the Commissioners has been continuing to provide services. An inflationary rate increase to the contract hourly rates for parking enforcement, impound lot, and boot crew, was provided effective February 1, 2016.

## Report

### Expired Contract with Canadian Corps of Commissioners

Parking Services has experienced a great deal of change in the past four years, including transfer of staff into the new Community Standards Division, staff turnover, change from mechanical to electronic parking meters, and implementation of a parking app. In February 2018, a new parking enforcement integration system was introduced. During this time, the contract for parking services provided by the Commissioners expired; however, due to the above-noted pressures, measures were not taken to tender or sole source a new contract.

### Procurement for Contract Services

The City's procurement policy indicates that when the amount of a contract to purchase goods, services or work from outside parties is expected to exceed \$75,000, the form of the contract shall be a public tender or request for proposals.

Previously, a number of separate contracts were established with the Commissioners:

- a) parking enforcement and document serving services, jointly held between the City and The Board of Police Commissioners;
- b) enforcement of the Impounding Bylaw held by the City;
- c) security and administration of the Impound Lot, held by the City; and
- d) red light camera ticket review.

A single contract to accommodate appropriate components of the above-noted work is proposed as a means to ensure that the administrative and economic efficiencies offered in contracting with a single service provider, can be achieved.

### Contract Extension

In the interim, approval of a sole source contract with the Commissioners, for the continued provision of services, is necessary to provide the time required to identify a successful proponent, through issuance of a Request for Proposals. It is recommended that inflationary rate increases be provided for 2018 and 2019, recognizing the expertise

and task specific training that Commissionaires staff supply in providing these services. The proposed increases would also align with the general framework applied to recent collective bargaining agreements with City staff. The proposed increases are accommodated in the proposed 2019 Operating Budget.

The Commissionaires has indicated they are supportive of continuing to offer services as identified through to the end of December 31, 2019.

The City faces significant risks should the contractual services with the Commissionaires cease. The Commissionaires, who provide enforcement services, are fully trained in the operations of the flex parking system, and are aware of all the City policies and procedures in the delivery of parking enforcement, document delivery, impound lot administration and security, and red light camera review. The ability to properly manage parking, and to uphold the requirements of the bylaws, would be compromised should the services of the Commissionaires be terminated without adequate notice.

### **Options to the Recommendation**

Due to the time required to issue a Request for Proposals, there are no options to this recommendation.

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

Appropriate notice will be given to the Commissionaires regarding an upcoming tender process. The Commissionaires will be notified when the opportunity to submit a proposal in the Request for Proposal process is available. All potential vendors will be apprised of the opportunity through the standard processes identified by the City's procurement policy.

### **Communication Plan**

A communication plan is not required at this time. The procurement process establishes the notification requirements for potential proponents when Requests for Proposals are issued.

### **Policy Implications**

Administrative Policy No. A02-027, Corporate Purchasing Procedure, provides for sole source procurement under certain circumstances including circumstances where, in the opinion of the City Council, it is appropriate for the City to sole source the purchase.

A short-term sole source contract with the Commissionaires will ensure continuation of service for the period of time while the procurement process for a longer-term contract, through issuance of a Request for Proposals, is underway.

### Financial Implications

The approximate annual value of contracts with the Commissionaires for the past two years, and a projected estimate for continued provision of service in 2019 is provided below.

Service Provided	2017 Actuals	2018 Budget	2019 Budget Estimate
Parking related services and document delivery - managed by Community Standards Division	\$1,429,481	\$1,331,800	\$1,465,400
Red Light Camera Review - managed by Transportation and Utilities Department	\$75,883	\$75,900	\$77,400
<b>TOTAL</b>	<b>\$1,505,364</b>	<b>\$1,407,700</b>	<b>\$1,542,800</b>

\*Funding has been allocated in the proposed 2019 Operating Budget.

### Other Considerations/Implications

There are no environmental, privacy, or CPTED implications.

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

A Request for Proposals will be initiated in early 2019, and a report recommending a successful service provider will be brought to City Council by fall 2019.

### Public Notice

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

### Report Approval

Written by: Jo-Anne Richter, Acting Director of Community Standards  
Reviewed by: Angela Gardiner, Acting General Manager, Transportation and Utilities  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2018/CS/TRANS – Contract Extension for Parking Services/df



## **STANDING POLICY COMMITTEE ON TRANSPORTATION**

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### **Saskatoon Transit – Operator Uniform Apparel – Award of Contract**

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

1. That the proposal submitted by Martin & Levesque Inc. for the supply of Transit Operator Uniform apparel, for a total estimated cost over two years of \$177,156 (including GST and PST) be approved; and
2. That Purchasing Services issue the appropriate blanket purchase order contract.

#### **History**

At the November 6, 2018 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities dated November 6, 2018 was considered.

#### **Attachment**

November 6, 2018 report of the A/General Manager, Transportation & Utilities.

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## Saskatoon Transit – Operator Uniform Apparel – Award of Contract

### **Recommendation:**

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

1. That the proposal submitted by Martin & Levesque Inc. for the supply of Transit Operator Uniform apparel, for a total estimated cost over two years of \$177,156 (including GST and PST) be approved; and
2. That Purchasing Services issue the appropriate blanket purchase order contract.

### **Topic and Purpose**

The purpose of this report is to request City Council approval to award a contract to Martin & Levesque Inc. for the provision of Saskatoon Transit Operator Uniform apparel.

### **Report Highlights**

1. A Request for Proposal (RFP) was advertised on July 10, 2018, and two proposals were received.
2. The Administration is recommending the proposal from Martin & Levesque Inc. as it was rated as superior and met the specifications as outlined in the Terms of Reference.

### **Strategic Goal**

This report supports the Strategic Goal of Asset and Financial Sustainability through the procurement of quality items for a competitive price.

### **Background**

Saskatoon Transit provides uniform apparel to its Operators through a uniform issue. The most recent contract expired on October 8, 2018, and a new contract is required.

### **Report**

#### Saskatoon Transit Operator Apparel

Through the course of their duty, Saskatoon Transit Operators are required to wear uniforms. As part of the negotiated uniform issue, a variety of uniform items are available for purchase with points allocated to each employee.

#### An RFP was advertised

The purpose of this RFP was to invite interested proponents to prepare and submit competitive proposals for providing Operator Uniform Apparel to Saskatoon Transit.

A Terms of Reference was developed and an RFP was advertised on July 10, 2018 on SaskTenders. The tender closed on August 10, 2018 and two proposals were received as follows:

- Uniform Experts – Mississauga, (ON)
- Martin & Levesque Inc. – Levis, (QC)

The Evaluation Committee was comprised of three staff members from Saskatoon Transit and one staff member from Business Administration.

The RFP was evaluated upon the following criteria:

Price	45
Useful Life/Quality	25
Lead Time	20
Business References	10
Total	100

Following a systematic evaluation of all proposals, the Administration rated the proposal from Martin & Levesque Inc. as superior and confirmed it met the specifications defined in the Terms of Reference. Martin & Levesque Inc. provide uniform apparel to various municipalities in Canada.

### **Options to the Recommendation**

There are no options as the recommended proponent, Martin & Levesque Inc., was the highest rated vendor for the described RFP.

### **Financial Implications**

The total estimated cost of the clothing tendered over the two year period is \$177,156 (including GST and PST). The first year's funding is included in the 2019 Operating Budget, and the second year will be subject to funding approval.

Year One Pricing	\$ 79,800.00
Year Two Pricing	79,800.00
GST (5%)	7,980.00
PST (6%)	<u>9,576.00</u>
Total Cost	\$177,156.00
GST rebate (5%)	<u>(7,980.00)</u>
Total Net Cost to the City	<u>\$169,176.00</u>

### **Other Considerations/Implications**

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

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

There is no follow-up required.

**Public Notice**

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

**Report Approval**

Written by: Hidayat Ullah Accounting Coordinator I, Saskatoon Transit  
Reviewed by: James McDonald, Director of Saskatoon Transit  
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

Admin Report - Saskatoon Transit – Operator Uniform Apparel – Award of Contract.docx



## **STANDING POLICY COMMITTEE ON TRANSPORTATION**

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### **Vehicle Mounted 3D Survey System – Budget Adjustment Request**

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

That a budget adjustment in the amount of \$250,000 to Capital Project #1041 – Benchmark Rehabilitation funded from the Land Development - Prepaid Engineering Reserve in the amount of \$80,000 and from the Infrastructure Replacement – Water and Wastewater Reserve in the amount of \$170,000 be approved for the purchase of a Vehicle Mounted 3D Survey system, including associated software, and staff training.

#### **History**

At the November 6, 2018 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities dated November 6, 2018 was considered.

#### **Attachment**

November 6, 2018 report of the A/General Manager, Transportation & Utilities.

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## Vehicle Mounted 3D Survey System – Budget Adjustment Request

### Recommendation

That the Standing Policy Committee on Transportation recommend to City Council:  
That a budget adjustment in the amount of \$250,000 to Capital Project #1041 – Benchmark Rehabilitation funded from the Land Development - Prepaid Engineering Reserve in the amount of \$80,000 and from the Infrastructure Replacement – Water and Wastewater Reserve in the amount of \$170,000 be approved for the purchase of a Vehicle Mounted 3D Survey system, including associated software, and staff training.

### Topic and Purpose

The purpose of this report is to request City Council approval for a budget adjustment to Capital Project #1041 – Benchmark Rehabilitation. The funds are required to purchase a Vehicle Mounted 3D Survey (3D Survey) system to replace the current Geotechnical Positioning System (GPS).

### Report Highlights

1. Approval of \$250,000 from the Land Development - Prepaid Engineering Reserve and the Infrastructure Replacement– Water and Wastewater Reserve is being requested to fund the purchase of a Vehicle Mounted 3D Survey system.
2. A 3D Survey system, will be utilized to increase the safety of staff, and accuracy of location data, while reducing the need for road closures, detours, time and cost of surveys.

### Strategic Goals

This report supports the Strategic Goal of Continuous Improvement by ensuring internal processes and employee skills are continuously improving through the use of new innovative technology creating a safe and productive work environment.

This report also supports the Strategic Goal of Asset and Financial Sustainability by allowing for efficient collection of data to monitor and identify design issues, and more accurately determine roadway conditions without the need of road closures or detours.

### Background

Benchmarks are points, typically near a road or on a building, that have a known elevation and position which survey and construction crews can use for maintenance and construction. For several decades, annual funds have been allocated towards Capital Project #1041- Benchmark Rehabilitation. The funding allows for the existing network of over 600 active survey benchmarks located throughout the City to be inspected for accuracy and condition and either replaced, or re-positioned.

The previous contract for maintenance work was completed in 2011. Subsequent maintenance contracts have not been required due to the shift in industry towards GPS systems resulting in a need for fewer benchmarks.

### **Report**

Funding for this project has been made available by returning previously approved funding from Capital Project #1041 – Benchmark Rehabilitation to the Land Development – Prepaid Engineering Reserve and the Infrastructure Replacement – Water and Wastewater Reserve. The purpose is to utilize the accumulated funds for new survey equipment that will allow staff to survey large areas very efficiently and safely.

The Vehicle Mounted 3D Survey system allows for accurate and quick collection of precise surface data along existing roadways and new construction in the City. The data is collected while driving down the roads at normal speeds without the need to close lanes or have staff exit the vehicle to work in traffic. The system can collect 6,000 location points per minute while driving, whereas the current method which has a survey crew walking with GPS can collect approximately four points per minute.

The data collected from the 3D Survey system is processed using specialized computer software to create a precise 3D surface. The surface allows for the accurate detection of roadway defects, material quantities, and inspections for design accuracy.

Benefits of the 3D Survey system include:

- Eliminates the need for roadway surveys increasing safety for survey crews working in traffic;
- Reduces inconvenience to the public due to detours and road closures; and eliminates associated costs;
- Increases survey crews efficiency and flexibility;
- Increases the accuracy of surveys, and density of location information; and
- Allows City staff to develop new skills to stay relevant with rapidly changing technology.

Other uses for the equipment are expected to produce further time and cost efficiencies as staff become more familiar with equipment use.

### **Options to the Recommendation**

1. One option is to leave the funds in place for future benchmark maintenance and continue to undertake surveys using current methods. This is not recommended due to safety concerns with survey crews working near traffic, as well as the time and cost for survey crews to perform extensive surveys that could be performed more quickly and accurately using the 3D Survey system. The cost savings using this system compared to current methods is approximately \$1,000 per survey. The 3D Survey system is expected to substitute over 50 traditional surveys resulting in potential savings of \$50,000 per year.

2. The second alternative would be to contract the 3D Surveys to external contractors. This is not recommended as the City would lose the opportunity to develop the skills in-house and have multiple divisions utilize the data. Having the equipment in-house also allows for increased flexibility in scheduling surveys across multiple projects and divisions, and adapting to often dynamic construction schedules. Cost savings utilizing internal staff as opposed to contracted services to conduct the surveys, are expected to be approximately \$7,000 per survey.

### **Financial Implications**

There is sufficient funding in the Land Development – Prepaid Engineering Reserve and the Infrastructure Replacement – Water and Wastewater Reserve due to the return of \$80,000 and \$170,000, respectively, from funds returned to reserve from Capital Project #1041 – Benchmark Rehabilitation.

### **Other Considerations/Implications**

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

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

Following approval of funding as requested within this report, the Administration will issue a Request for Proposal from industry for the equipment, software and staff training prior to the end of 2018 in advance of the 2019 construction season.

### **Public Notice**

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

### **Report Approval**

Written by:	Josh Quintal, Project Engineer, Construction & Design Todd Kuntz, Engineer Technologist, Construction & Design
Reviewed by:	Mitchell Parker, Acting Engineering Manager, Construction & Design Celene Anger, Director of Construction & Design
Approved by:	Angela Gardiner, Acting General Manager, Transportation & Utilities Department

Admin Report - Vehicle Mounted 3D Survey System – Budget Adjustment Request.docx



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Council Referral - Arts, Culture and Events Venues - Request for Report on Workplace Diversity and Inclusion**

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

That the submission of the Rемаi Modern be received as information.

#### **History**

On October 22, 2018, City Council considered a report of its Governance and Priorities Committee regarding the above and resolved that the submissions from TCU Place and SaskTel Centre regarding Workplace Diversity and Inclusion be received as information. At that time, it was noted that a submission from the Rемаi Modern was forthcoming to the November meeting of the Governance and Priorities Committee.

At its meeting held on November 13, 2018, the Governance and Priorities Committee considered the attached report of the Rемаi Modern.

#### **Attachment(s)**

1. Rемаi Modern Workforce Diversity and Inclusion Report

# rRemai mModern

## Remai Modern Workforce Diversity and Inclusion Report

Gregory Burke  
Executive Director and CEO

Remai Modern is committed to developing programming and initiatives that welcome and engage local Indigenous communities and foster their active participation in all our programs. This has been a key priority in our first operating year, recognized this year by Eagle Feather News in a front-page headline "Remai Modern embraces Indigenous Culture."

We are also as committed to supporting diversity and inclusion amongst our staff, volunteers, artists, stakeholders and audiences. To that end in August of 2018 the Board approved the following objective and key aims in its strategic plan:

***We will ensure that our people (staff, Board, volunteers) reflect the diversity of the region; and in 2019 we aim to develop a comprehensive workforce diversity strategy and appoint a full time Indigenous Relations Manager.***

The presence of staff from Indigenous communities and visible minorities is increasing at Remai Modern, but we want to go further. To that end we recently engaged an Interim Director of Human Resources with a target to appoint someone into this position full-time in 2019. The Director will be responsible for developing a comprehensive diversity workforce strategy that will include tactics, initiatives, measures and plans towards achieving the following targets set by the City of Saskatoon, which are based on the goals of the Saskatchewan Human Rights Commission:

- Aboriginal: 14.0% of total workforce
- Persons with Disabilities: 12.4% of total workforce
- Visible Minority: 11.0% of total workforce
- Women in Underrepresented Occupations: 45.0% in unrepresented occupations

We will report that strategy to Council when completed. We are aiming to have the strategy complete by May 2019



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Workplace Transformation Journey: Corporate Reorganization**

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

1. That the new corporate structure be approved as outlined in the report of the City Manager dated November 13, 2018;
2. That the City Solicitor be instructed to bring back any necessary bylaw amendments resulting from the approval of the new corporate structure;
3. That the City Manager proceed with implementing the new corporate structure and it be effective January 1, 2019; and
4. That the Administration report back on the development of a strategy to incorporate sustainability-lens into all areas of the corporation.

#### **History**

The Governance and Priorities Committee, at its meeting held on November 13, 2018, considered a report from the Administration regarding the above.

#### **Attachment(s)**

1. Report of the City Manager dated November 13, 2018

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## Workplace Transformation Journey: Corporate Reorganization

### Recommendation

That the Governance and Priorities Committee recommend to City Council:

1. That the new corporate structure be approved as outlined in this report;
2. That the City Solicitor be instructed to bring back any necessary bylaw amendments resulting from the approval of the new corporate structure; and
3. That the City Manager proceed with implementing the new corporate structure and it be effective January 1, 2019.

### Topic and Purpose

The purpose of this report is to obtain approval for a new corporate structure as outlined in Attachment 1, Proposed Organization Structure. A new organizational structure is a significant component of the City of Saskatoon's workplace transformation journey.

### Report Highlights

1. The proposed organizational structure is a key component in achieving the City's new workplace transformation vision and was developed with many inputs including a review of other municipalities, advice from organizational change experts and leaders across the organization.
2. The new organizational structure includes four main customer-facing departments that are appropriately sized and bring together key lines of our work that will find synergies and efficiencies from working more closely together.
3. There are four strategic partner functions that play a vital role in supporting our customer-facing departments as well as focusing on driving and supporting transformational change efforts in the organization.
4. There is no change to the number of positions required as a result of the Corporate Reorganization. Any changes in the organizational structure will utilize existing Full-Time Equivalents (FTEs) although some positions will change or be redirected to appropriate divisions.

### Strategic Goals

This report supports the 2016-2020 Strategic Plan and positions the City of Saskatoon to excel at core services while achieving the Strategic Goals, Council priorities and our internal workplace transformation.

### Background

How Administration is organized, governs, and makes decisions is integral to the success of the organization. Change can be challenging in any organization, and a structured and strategic approach is required in order to achieve meaningful improvements for both staff and citizens. Any successful organization must continually refresh and evolve in order to continue to meet the needs of the people it serves.

Transformational change is the path that the City will take to achieve its goal of being optimally positioned to best serve the needs of Saskatoon citizens.

Administration has identified five areas of focus to help achieve its workplace transformation vision of being a *smart* (proper systems and processes) and *healthy* (environment for staff) workplace. The five areas of focus are Governance and Decision-Making, Alignment of Purpose, Our Culture, Our People, and Our Tools.

### Report

#### An Inclusive Process

This corporate reorganization supports the area of Governance and Decision-Making and is the first step in achieving the City's workplace transformation vision.

The organizational structure was developed with many inputs including a review of other municipalities throughout Canada, advice from organizational structure experts, and most importantly, consultation with directors, section managers, and senior leaders across the City.

#### Key Points Considered

Administration considered the following key points when thinking about the current organizational structure:

- Department size and annual budgets resulting from the current structure were not balanced and didn't reflect the importance of both our external operations and our internal workplace.
- The current structure was not able to effectively drive business transformation. It restricted the ability to provide a consistent approach for the implementation of enterprise resource planning (for example, staff reporting to multiple directors and general managers).
- Internal communications and staff engagement were largely still carried out "off the corner of a desk" rather than reinforced effectively through the organizational structure.
- The current structure did not allow us to respond effectively to shifting demands for important services.

#### Highlights of Organizational Structure

The following highlights the key changes to the City's high level organizational structure to be made effective on January 1, 2019. It is important to note that department and division names contained in the organizational chart is a description of the function it will perform. It will not necessarily be the final department or division name. The final names of each area in the functional organizational chart will be determined once people are in place, and staff will be involved in the naming process. The ultimate names selected must be easily understood by staff, residents and stakeholders.

#### 1. Building a Balanced Structure

In an effort to ensure that customer-facing departments are appropriately sized and organized, understandable, citizen-centric, and achieve our corporate

priorities, these departments have been adjusted. The Utilities & Environment and Transportation & Construction departments bring together key lines of our work that will find synergies and efficiencies from working more closely together. The four customer-facing departments are: Utilities & Environment, Transportation & Construction, Community Services and Saskatoon Fire.

2. Four Strategic Partners

The following four strategic partner functions play a vital role in supporting our customer-facing departments as well as focusing on driving and supporting transformational change efforts in the organization. These include:

*Corporate Finance*

Corporate Finance has been reduced in size due to the magnitude of operational changes this area will undergo through the upcoming Enterprise Resource Planning (ERP) project. ERP will revolutionize financial systems and processes in the City over the next few years, and will align our employees involved in inventory, purchasing, and financial processes throughout the City.

*A New Strategy & Transformation Function*

The creation of the Strategy & Transformation function signals the critical importance of our journey ahead. This function will support and lead major change projects in the organization and aligns the existing resources of Communication & Engagement and Information Technology, and adds critical elements related to Strategic Project Development and Organizational Strategy Execution.

- Organizational Strategy Execution (OSE) will lead and drive change through the organization, once the direction is set by the City. Service Saskatoon will be integrated into this function, due to its critical importance throughout all aspects of civic operations.
- Strategic Project Development (SPD) will develop new and emerging, complex, multi-divisional initiatives in the early stages. This area will work with various internal and external stakeholders on due diligence and feasibility evaluations, until such time as the project is ready to be turned over to the appropriate division or divisions for execution or operation.

*Human Resources (HR)*

The HR function will report directly to the City Manager. This signals the instrumental role that HR will play in supporting the transformation journey. Key priorities will include redefining the organization's approach to co-accountability, leadership capacity and management capacity. A new Chief Human Resource Officer (CHRO) is in place to work with the team to achieve its new mandate.

*Public Policy & Government Relations*

Public Policy & Government Relations will continue to report to the City Manager, and Indigenous Initiatives (formerly Aboriginal Relations) will move into this

function. This will integrate the City's inter-governmental relations into one area. Business planning and working with City Council on their strategic planning processes will be facilitated by this area.

#### **No Reduced Positions or New FTEs**

There are no reduced positions as a result of the Corporate Reorganization. Any changes in the organizational structure will utilize existing FTEs although some positions will change or be redirected to appropriate divisions.

#### **Vacancies**

All vacant positions will be posted as part of a fair and open competition. Examples include, positions leading Transportation & Construction, Utilities & Environment, Community Services, and Strategy & Transformation.

#### **Options to the Recommendation**

Various organizational configurations were considered as part of the consultation process. The structure being presented was determined to be the most effective in positioning Administration to continue to excel at core services while achieving the Strategic Goals, Council priorities and our internal workplace transformation vision.

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

The new structure was developed with many inputs as outlined in the body of the report.

#### **Communication Plan**

Administration is committed to providing on-going updates to employees during the transition to the new structure. An organizational announcement was sent to all City employees in October which included an Employee Information Pack containing the proposed new organization structure, a high level summary of the changes and Frequently Asked Questions (FAQs).

A dedicated SharePoint page has also been created to keep employees informed during the transition phase and will include updated FAQs. Opportunities to ask questions and provide feedback are being provided through a dedicated email address monitored by the Implementation Team and at a number of in-person events hosted by Administration leadership including the Fall Leadership Forum and three All-Employee Town Hall meetings held in November. Additionally, various face-to-face briefings will be held in the coming weeks for areas more affected than others.

#### **Policy Implications**

Once the Corporate Reorganization is approved, amendments to The City Administration Bylaw, 2003 and to various other bylaws will be required. These will be brought forward for City Council's consideration in due course.

#### **Financial Implications**

The corporate reorganization will occur within existing budget allocations. Expected costs directly related to the reorganization will be minimal and will include items such as

internal communications, stationary changes over time, and a very few staff may be changing workspace locations.

**Other Considerations/Implications**

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

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

In order to help make the transition as smooth as possible, a team comprised of HR, Communications & Engagement, Information Technology, Finance, Clerks, and other organizational representation will begin working on an implementation strategy to identify high and medium priority actions.

**Public Notice**

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

**Attachment**

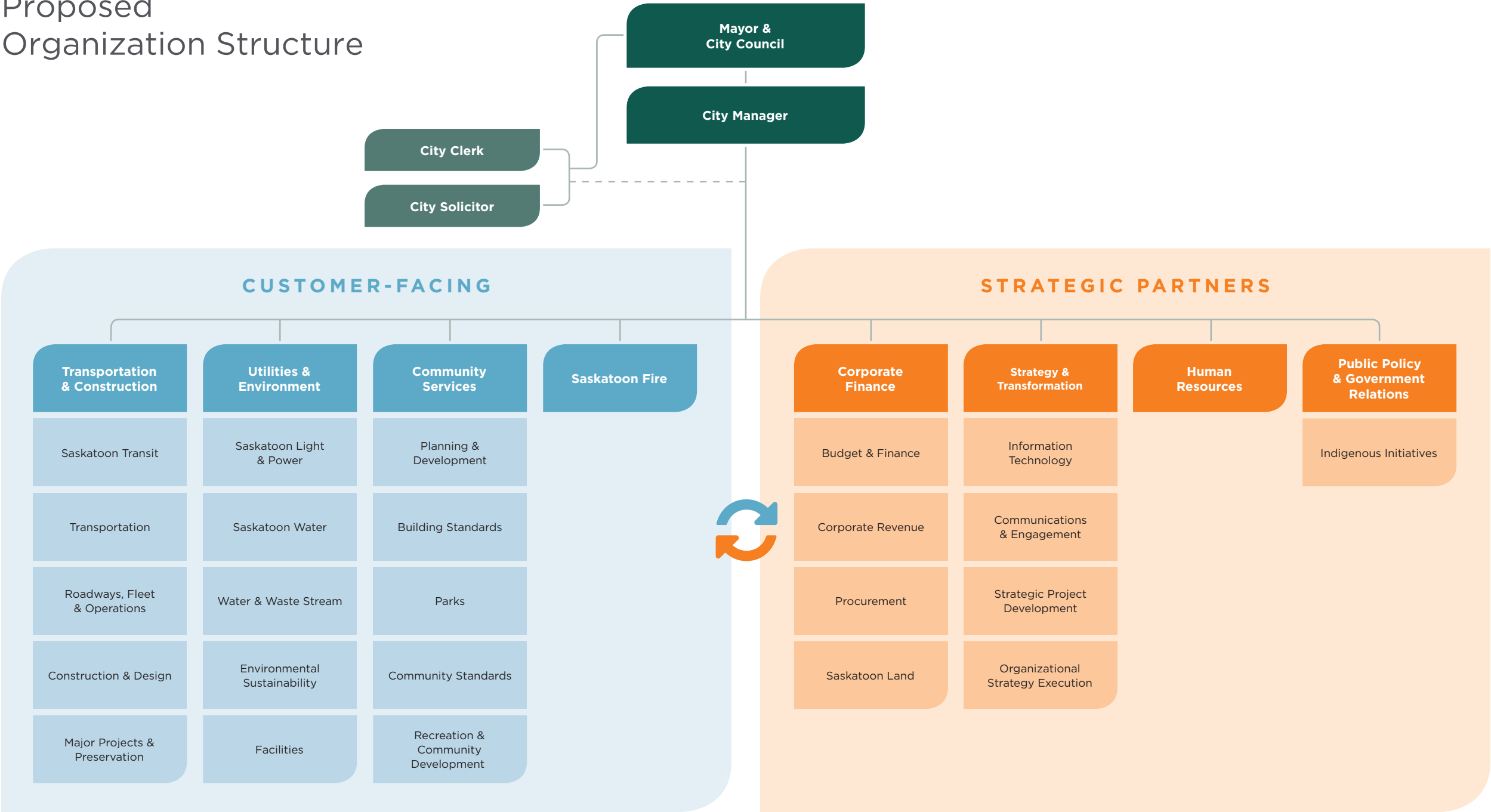
1. Proposed Organization Structure

**Report Approval**

Written by: Tanya Watkins, Communications Consultant  
Carla Blumers, Director of Communications  
Jeff Jorgenson, City Manager  
Approved by: Jeff Jorgenson, City Manager

Admin Report - Workplace Transformation Journey: Corporate Reorganization.docx

City of Saskatoon  
Proposed  
Organization Structure





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

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### **Recommendations Report for a Low Emissions Community (Saskatoon's Climate Change Mitigation Business Plan) – Award of RFP**

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

1. That the proposal submitted by Sustainability Solutions Group for the Climate Change Mitigation Business Plan: Mapping and Modeling at an estimated cost of \$100,000 be approved; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the contract documents as prepared by the City Solicitor under the Corporate Seal.

#### **History**

At the November 6, 2018 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the A/General Manager, Corporate Performance dated November 6, 2018 was considered.

Your Committee received a presentation from the Saskatoon Environmental Advisory Committee (SEAC) in support of a low emissions community along with receiving a consultant report prepared by Gorecki Climate and Energy Consulting. In addition, it also received a presentation from Peter Prebble in support of the proposed work regarding mapping and modelling work for the Climate Change Mitigation Business Plan.

Your Committee also resolved that the report from Gorecki Climate and Energy Consulting presented by the Saskatoon Environmental Advisory Committee be attached to this file for consideration (Attachment 2).

Further, Committee resolved to recommend to the 2019 Business Plan and Budget deliberations for consideration as an option: That a request for \$150,000 (including 1 FTE) for inclusion in the 2019 Business Plan and Budget Deliberations be included to allow work to develop more quickly on a low emissions community implementation plan.

#### **Attachments**

1. November 6, 2018 report of the A/General Manager, Corporate Performance.



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

2. SEAC Letter and Gorecki Climate and Energy Consulting report, dated November 6, 2018.
3. Email dated, November 6, 2018 from Peter Prebble.

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## Recommendations Report for a Low Emissions Community (Saskatoon's Climate Change Mitigation Business Plan) – Award of RFP

### Recommendation

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

1. That the proposal submitted by Sustainability Solutions Group for the Climate Change Mitigation Business Plan: Mapping and Modeling at an estimated cost of \$100,000 be approved;
2. That His Worship the Mayor and the City Clerk be authorized to execute the contract documents as prepared by the City Solicitor under the Corporate Seal.

### Topic and Purpose

The purpose of this report is to obtain City Council approval to award the Request for Proposals (RFP) to Sustainability Solutions Group (SSG) for mapping and modeling required for the Low Emissions Community report, and to provide an update on the Low Emissions Community report. The intent of the Low Emissions Community report is to identify a set of specific actions the City of Saskatoon (City) will take to facilitate and lead corporate and community greenhouse gas (GHG) emissions reductions. Previously referred to as the Climate Change Mitigation Business Plan, the report will provide a long-term roadmap for achieving the targets through changes to policy, planning and regulation, investments in projects, programs, and partnerships. This is an update on the opportunities that have undergone thorough evaluation and are now recommended to form the basis of the report.

### Report Highlights

1. The Low Emissions Community report is a business strategy for identifying specific actions the City should adopt to achieve (GHG) emissions reductions.
2. Significant analysis, utilizing high level planning parameters, has been performed for approximately 270 corporate and community emissions reductions actions. The results suggest:
  - The City may be able to meet its Corporate emissions reduction target of 40% below 2014 levels in 2024; and
  - Based on what has been identified as an opportunity today, Community emissions may be reduced by 6% by 2023. This is short of the target reduction of 15%, however further modelling work may reveal additional emissions reduction potential.
3. The initiatives described in this report will now be mapped and modelled, and used as the basis for an Implementation Plan that is expected to be complete in June 2019. On September 17, 2018, the City advertised an RFP for Climate Change Mitigation Business Plan – Mapping and Modeling. The RFP closed on October 8, 2018. Four proposals were received, and Administration is

- recommending the project be awarded to SSG based on the evaluation of the proposals.
4. The Implementation Plan will include recommended capital projects. Any funding required to advance these initiatives will be referred to the 2020 budget deliberations.
  5. With existing resources, the City can advance some of the identified water conservation initiatives. Administration also continues to work on solar opportunities.

### **Strategic Goals**

The Low Emissions Community report supports the corporate performance targets of reducing GHG emissions as a corporation by 40% below 2014 levels by 2023, community emissions by 15% below 2014 levels by 2023, and all emissions by 80% below 2014 levels by 2050. The report also supports the strategic goals of: Environmental Leadership, by providing innovative options to reduce emissions; and Asset and Financial Sustainability, by mitigating the effects of the carbon price mechanism that will be implemented in 2018 either by the provincial or federal government.

### **Background**

In November 2015, the City became a signatory to the Compact of Mayors, now known as the Global Covenant of Mayors for Climate and Energy, which commits the City of Saskatoon to address climate change by reducing GHG emissions.

City Council, at its meeting held on September 25, 2017, considered the Climate Change Mitigation Business Plan – Opportunities report; and resolved:

- “1. That the information pertaining to Climate Change Mitigation Business Plan be received; and
2. That the allocation of Corporate Performance Department Capital Funding of \$20,000, in addition to \$80,000 of Federation of Canadian Municipalities grant funding, be referred to the 2018 Business Plan and Budget deliberations to support development of the Business Plan.”

In August 2018, Pricewaterhouse Coopers (PwC) introduced an internal audit on climate change activity in Saskatoon. The recommendations of the internal audit stated that current resourcing was not adequate to reach the emissions reductions targets, and that emissions reductions should focus on energy reduction and replacement of grid energy with renewable sources.

### **Report**

#### **Award of RFP**

On September 17, 2018, a RFP was advertised on the SaskTenders website for Climate Change Mitigation Business Plan – Mapping and Modeling. The RFP closed on October 8, 2018.

Proposals were received from four companies:

- Sustainability Solutions Group (SSG) (Vancouver, BC)
- Integral Group (Vancouver, BC)
- Artelys Optimization Solutions (Montreal, QC)
- Urban Systems (Saskatoon, SK)

Systematic evaluations of the proposals were completed by a team of three employees from the Environmental & Corporate Initiatives division and the Planning & Development division, based on the following rated criteria:

- Financial proposal – fees and costs (30%)
- Corporate profile, team composition, relevant experience and strengths (30%)
- Presentation of proposal (10%)
- Methodology and timelines – energy and financial mapping and modeling (20%)
- Methodology and timelines – technology mapping and modeling (10%)

Based on the evaluation and ranking results, Administration recommends awarding the RFP to the highest scoring proponent, SSG.

#### A Business Plan Approach to a Low Emissions Community

The Low Emissions Community report will provide a business strategy for identifying specific actions the City should adopt to achieve GHG emissions reductions.

The Climate Change Mitigation Business Plan – Opportunities report, provided a list of initiatives for reducing emissions in buildings, transportation, waste, energy, water, and land use. In addition to actions the City might take to reduce emissions from its own operations, the initiatives incorporated options for policy changes, strategic planning, and investments in projects and programs, and partnerships intended to support and enable the community to enact change. These options are intended to positively affect water consumption, waste diversion, transit ridership and active transportation, as outlined in the Saskatoon Strategic Trends 2018 report.

Administration has now completed significant analysis, utilizing high level planning parameters, of approximately 270 corporate and community emissions reductions actions. A report describing the analysis approach and outcomes can be found on the city website at <https://www.saskatoon.ca/community-culture-heritage/environment/energy-greenhouse-gas-management>. A number of opportunities have been identified for further exploration based on three strategic principles: impactful emissions reduction, the economic realities of our region, and local appetite for change.

Attachment 1, Executive Summary: Low Emissions Community, summarizes the findings of the initial analysis. Highlights include:

- The City may be able to meet its own corporate emissions reduction target of 40% below 2014 levels in 2024.
- Based on what has been identified as an opportunity today, community emissions may be reduced by 6% by 2023 (as opposed to the target reduction of 15%).

- A number of enabling strategies will be required to optimize community emissions. Most significantly, the emissions-reduction potential of the Growth Plan and Green Strategy will continue to be analyzed as these impactful strategies are expected to have positive effects on the emissions profile for Saskatoon.

### Next Steps

The initiatives outlined in Attachment 1 will be included in further mapping and modeling work, completed by SSG, and incorporated into an Implementation Plan that is expected to be complete in June 2019. The Implementation Plan will include recommended capital projects. Any funding required to advance these activities will be referred to the 2020 budget deliberations.

While the initiatives outlined in Attachment 1 are not being put forward for approval to begin implementation at this time, with existing resources the City can continue to advance some emissions reducing initiatives. For example, there is an existing capital project for some of the identified water conservation initiatives. The Administration is also continuing to work on solar opportunities and will provide a series of reports on this work prior to completion of the Implementation Plan.

### **Options to the Recommendation**

A request for \$150,000 and 1 FTE was not prioritized for inclusion in the 2019 Budget. The Standing Policy Committee on Environment, Utilities and Corporate Services could forward this request to City Council for consideration as part of the 2019 Business Plan and Budget deliberations. This would allow work on developing an Implementation Plan to proceed more quickly.

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

The analysis of the Low Emissions Community scenarios included a number of engagement events, including the larger Saskatoon community, local businesses and the civic Administration. Next steps in the business plan analysis, including development of the Implementation Plan and measurements for success, will also involve engaging the Saskatoon community and corporation.

### **Communication Plan**

A communications strategy that further promotes participation in the next phase of engagement is currently being developed. The strategy will be community-focused for the community-based emissions reductions, and internally focussed for corporate emissions reductions. In addition, communications will be combined with other relevant civic projects, such as the development of the Waste Diversion Plan and Green Infrastructure Strategy.

### **Policy Implications**

Policy implications have been analyzed at a high level in developing the recommendations. Some of the policies recommended are administrative in nature,

requiring minimal investment in change, while others will require specific effort by the Administration to further explore and understand.

### **Financial Implications**

The PwC audit report recommended at least 9.3 FTEs be added by the end of 2019 to complete emissions planning, reporting and high level program development. The Administration does not believe this many FTEs are required at this time. Instead, the Administration plans to identify the capital and FTE requirements of specific capital projects and community programs to reach the GHG emissions targets. These requirements will be communicated in more detail in the Implementation Plan, which will include a mapping and modeling exercise at an approximate cost of \$100,000.

Total Base Fees	\$100,000.00
GST	\$ 5,000.00
Total Fees	<u>\$105,000.00</u>
GST Rebate	(\$ 5,000.00)
Total Net Cost to the City	<u>\$100,000.00</u>

Capital Project #2539 – Climate Change Mitigation Business Plan includes sufficient resources, partially funded through the Federation of Canadian Municipalities, to complete the Implementation Plan by June 2019. Once complete, new funding would be required to continue to planning and program development. There is some existing capacity within the Environmental and Corporate Initiatives Division to continue reporting.

### **Other Considerations/Implications**

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

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

The Low Emissions Community Implementation report will be presented to the Standing Policy Committee on Environment, Utilities and Corporate Services in June, 2019.

### **Public Notice**

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

### **Attachment**

1. Executive Summary: Low Emissions Community

### **Report Approval**

Written by: Nasha Spence, Environmental Accounting Manager  
Reviewed by: Brenda Wallace, Director of Environmental & Corporate Initiatives  
Approved by: Dan Willems, Acting General Manager, Corporate Performance Dept.

## EXECUTIVE SUMMARY – LOW EMISSIONS COMMUNITY

The Low Emissions Community report is a Business Plan for emissions reductions in the Saskatoon community. The report is in response to commitments made to address climate change locally in alignment with national and international bodies.

### Impactful Strategies

The City of Saskatoon has a number of impactful strategies that complement emissions reductions actions, to create a Low Emissions Community. Impactful strategies that positively affect emissions reductions initiatives include the Green Strategy, the Growth Plan, Transition 2050, and the Official Community Plan. These strategies lay the groundwork for connecting emissions reductions to the corporate strategic plan.

### Business Plan Approach

A climate change approach to business practice and lifestyle recognizes the importance of the three “P’s”: profit, planet and people. The experience of an increasing number of cities across North America and worldwide is showing that if a business approach recognizes only one of the three P’s the others suffer. Consequently, the Low Emissions Community Plan creates a balanced-scorecard approach to ensure long term benefits are achieved across all three pillars. Through this balanced-scorecard approach, Saskatoon will transition toward a low emissions community, occurring in a manner that maximizes the potential to achieve short-term benefits and avoid harmful economic, social or environmental disruptions.

The pillars are embedded into three strategic principles used to create recommendations for the Low Emissions Community report. Each strategic principle helps identify initiatives expected to have the highest impact. Estimates appropriate for a planning-level analysis on emissions impact, resourcing and other implications have been included and provide a very preliminary assessment of what is possible, including a what-if scenario for community uptake. Appendix A contains a visual representation, expected expenditure and payback periods for initiatives isolated by emissions reduction impact, optimal financial result and community readiness. It should be noted that further studies are planned and can be expected to adjust the outcomes reported for each strategic principle below.

1. Carbon Reductions – Based on an inventory of best practices created from a scan of municipalities and regions, the opportunities (Appendix B) applicable to Saskatoon that provide the best carbon reduction outcomes would result in reaching a 79% reduction in emissions by the City of Saskatoon as a corporation. The corporation contributes to the broader Saskatoon context and these top opportunities for the community as a whole result in an identified 8% reduction.
2. Business Plan Approach – By focussing on initiatives that deliver the strongest return-on-investment (ROI), quickest payback period and smallest capital investment, 18 initiatives emerged (Appendix C). These initiatives would result in a

65% reduction in emissions by the City of Saskatoon as a corporation and almost 4% reduction at the community level overall. To achieve these outcomes, the City of Saskatoon would need to focus on recognizing a consolidated resource allocation approach, optimizing newer technology, expanding services, and developing continuous improvement practices that deliver resource efficiency. These areas of focus will be further described in the Low Emissions Community report.

3. Community readiness – Adopting a strategy to achieve a Low Emissions Community is by nature, a community process. During engagement events through 2018, a number of initiatives were identified by the community as being more attractive than others (Appendix D). Not surprisingly, these initiatives are most likely to produce the quickest economic payback, and provide assistance for business operations. The top 12 community-centric opportunities result in emissions reductions of 53% for the Corporation with overall community emissions decreasing by 4%.

A weighted average was used to determine the initiatives that showed the best result for all three strategic principles (Appendix E). These included: the financial implications; the community level of readiness; the level of difficulty in proceeding on a regulatory level; number of years to implement; and the payback period. The most impactful initiatives for all three pillars appear to be realized through landfill gas well expansion and retrofitting projects, particularly related to water consumption and energy consumption. Projects currently being explored in the Corporation (Appendix F) will produce over 90% of emissions reductions required to meet Corporate targets, and 12% of the emissions reductions required to meet Community targets.

## **Next Steps**

The next phase in developing the Low Emissions Community report includes mapping and modelling of emissions on a 'business as planned' scenario for Saskatoon and comparing this to a low emissions future. The mapping and modelling will project the effect of emissions reductions activities at the community level, and in the course of providing municipal services. It will also model the implications of enabling and policy initiatives identified through the analysis phase of the project (Appendix G). Financial projections will be transposed onto the modelling to produce Marginal Abatement Cost Curves (MACC). Available funding options for residents, businesses and the City of Saskatoon as a corporation will be identified where possible, and financing techniques explored. Timelines for implementation and measurements for success will be identified in order to report on the implementation results and develop the next set of targets in 2023 to lead to an 80% reduction in 2050.

The Low Emissions Community Plan is expected to be ready in June.

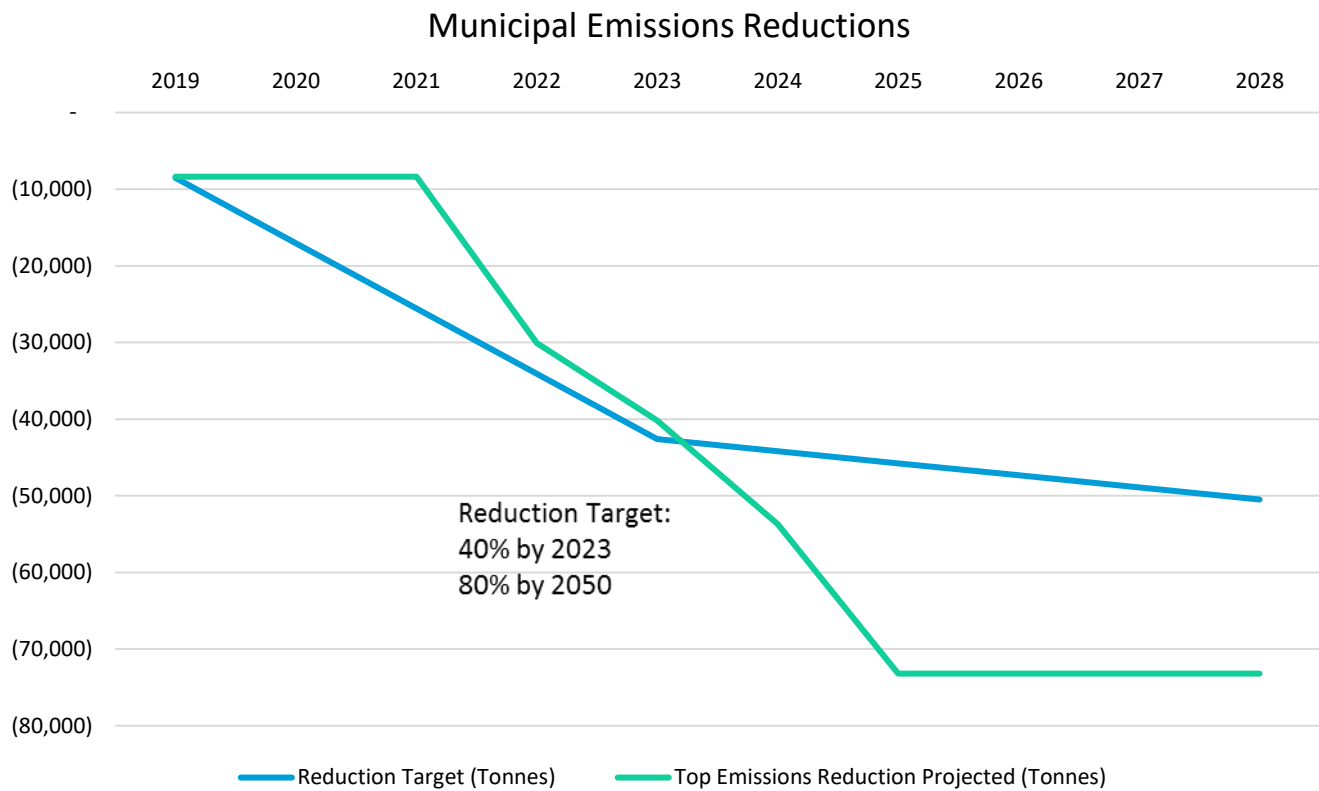
## **Resource Implications**

Preliminary estimates of the municipal capital investment required to unleash the benefits of a Low Emissions Community, based on the recommended initiatives contained in this report, range from \$163.6M (if focussing on 10 highest weighted initiatives) to \$266.5M (if focussing on the initiatives providing the quickest payback and

most effective ROI).

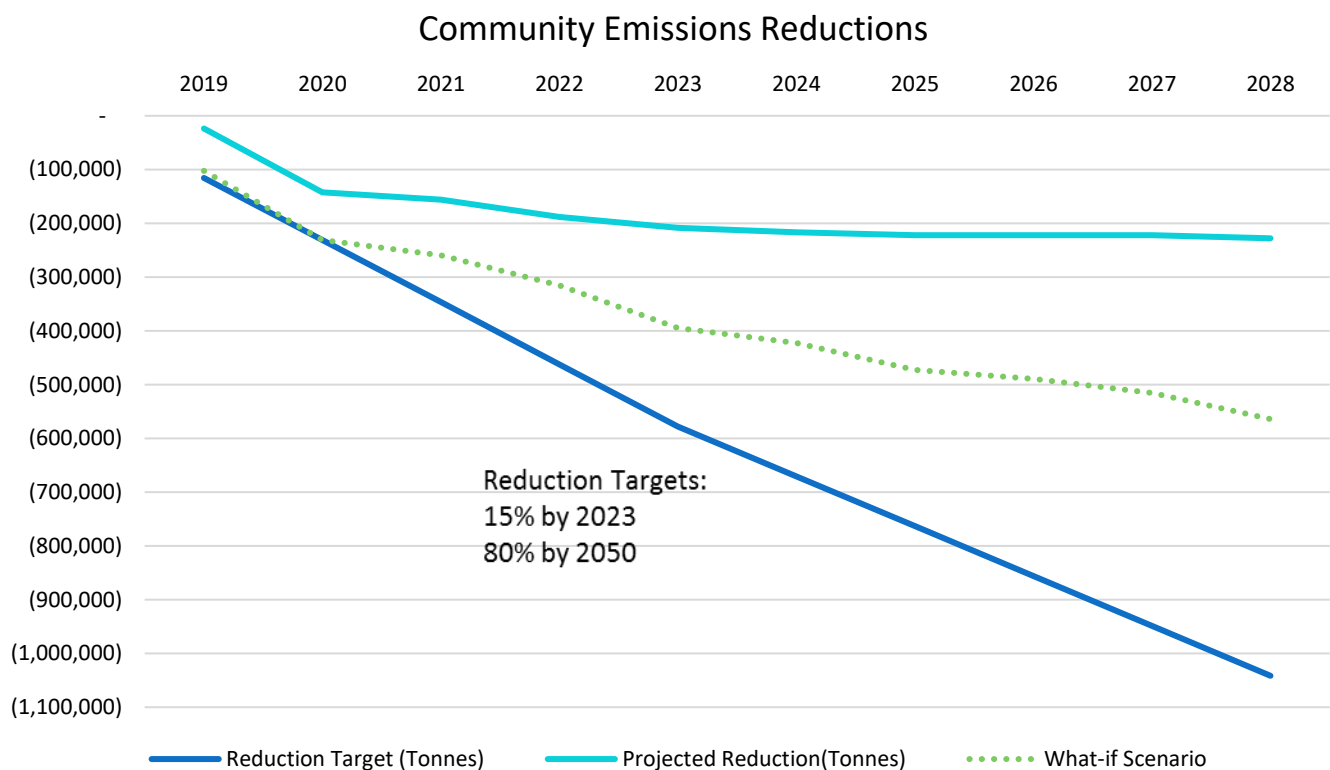
In addition to realizing future balanced-scorecard benefits, the Low Emissions Community Plan is anticipated to reduce the financial exposure of the City of Saskatoon and broader community to a future Carbon Price. The Saskatchewan Provincial Government is expected to release a climate change strategy in January 2019, to respond to the call from the Canadian Federal Government to reduce emissions and impose a carbon pricing strategy. However, the climate change strategy is not expected to include a price on carbon. In the absence of a carbon pricing strategy, the Federal Government is mandating the Federal Carbon Pricing Backstop program, effective in April 2019. Emissions reductions should decrease the carbon price liability for the community, particularly related to energy consumption and fuel costs. See Appendix H for more details around the carbon price impacts for Saskatoon at a municipal level.

## Appendix A: Emissions Reductions and Targets



The community Emissions reductions include a what-if scenario in order to visualize the possibilities of other items not considered in the original projections analysis. These possibilities include the following:

1. SaskPower reaching their 40% renewables target by 2030.
2. Increased uptake of residential and commercial businesses of renewable energy renovations.
3. Increased uptake of active transportation.
4. An increase in use of public transit.
5. Large scale deep energy retrofits within one entire residential neighbourhood.
6. Increased uptake for residential LED replacement programs.



## Appendix B – Opportunities with most Impactful Emissions Reductions

### Corporate Opportunities

Sector	Mitigation Opportunity	TOTAL Emissions Reductions Impact tCO2e	\$ per tonnes of emissions reductions	Implementation length (years)	Payback period (years)	NPV
Energy	Complete the small-scale hydro project at the weir	19,480	\$ 355	7	16.00	+
Waste	Improve efficiency and collection of landfill gas collection/generation system (where feasible) LFG expansion project	18,603	\$ (220)	4	NA	+
Parks, Gardens, Green Space	Afforestation  Plant additional trees and greenspace in unused areas to capture carbon, such as boulevards, right of ways, industrial areas, etc	8,750	\$ 1,206	6	NA	-
Energy	Install solar PV on civic buildings	6,240	\$ 554	1	25.00	-
Buildings & Infrastructure	Retrofit existing civic buildings with an equipment focus (includes making all city facility lighting LED indoors, toilets, faucets, etc)  <i>EPC including lighting, HVAC, water and COGEN upgrades/retrofits</i>	5,931	\$ (872)	11	10.00	+
Buildings & Infrastructure	Require LED street lighting for all new and existing neighbourhoods.	5,743	\$ (2,250)	5	3.40	+
Policy, Planning, Development	Strategic infill development - specific geographies with specific timeframes (such as North Downtown development, whereas the Growth Plan is an overarching strategy). Ensure this Opp includes the UofS masterplan and Riverlanding and City Centre Plans. <b>For example:</b> Adopt the North Downtown Masterplan, a sustainable infill neighbourhood design	5,365	\$ (11,415)	15	5.00	+

	Implement electric vehicles Fleet.  A green fleet policy that includes life cycle considerations before procuring/renting equipments and vehicles: e.g. determine which vehicles and equipment are least costly after taking into account capital costs, maintenance costs, resale costs, fuel costs, carbon pricing, and GHG emissions.  <i>Convert City-owned buses, vehicles, and equipment to electric (where feasible)</i>					
Transportation		4,793	\$ 23,596	6	25.00	-
Energy	Construct a pilot project that converts waste wood into sequestered biochar	4,343	\$ 8,290	5	NA	-
Energy	Create a Feed-In-Tariff Program to allow customers who install renewable power to receive a price for the electricity they produce that reflects actual installation costs plus a modest profit.	3,120	\$ 431	4	NA	-
Policy, Planning, Development	Incorporate specific environmental and climate change provisions into the City's Official Community Plan and Environmental Policy	2,130	\$ 33	1	NA	-
<b>Total</b>		<b>84,497</b>	<b>\$ 19,707</b>			

% Emissions reductions 79%

## Community Opportunities

Sector	Mitigation Opportunity	TOTAL Emissions Reductions Impact tCO2e	\$ per tonnes of emissions reductions	Implementation length (years)	Payback period (years)
Buildings & Infrastructure	<p>Installation of residential and commercial Air source heat pumps or Ground source heat pumps / Geothermal</p> <p>When combined with a highly efficient building envelope, air source heat pumps are a cost effective way to heat buildings with renewable electricity. Provide support and education to increase their use in Saskatoon.</p> <p>Ground source heat pumps are a clean and energy-efficient technology for heating and cooling buildings utilizing heat in the ground.</p>	54,107	\$ 280	2	NA
Transportation	<p>Champion carpooling, ridesharing and car sharing programs.</p> <p>Play a leading role in providing incentives to Car Shares (e.g. no parking costs throughout the City, more Car Share designated parking spaces, and financial assistance to start-up organizations such as the Car Share Co-op).</p>	11,043	\$ 252	2	3.32
Buildings & Infrastructure	Use Incentivizes: local industry to certify projects through third-party certification programs (e.g. LEED, Passive House, BOMA, Living Building Challenge, Other).	9,299	\$ 62	5	NA
Policy, Planning, Development	<p>Install solar/ renewables.</p> <p>Retrofit ICI sector building envelopes.</p> <p>Retrofit ICI sector appliances etc.</p> <p>Loans for retrofits and renewables should be available; this eases the implementation cost for the community.</p>	9,004	\$ (2,180)	4	25.00

Buildings & Infrastructure	Incentivize the use of "smart" Thermostats	8,285	\$ 97	2	3.07
Parks, Greenspace and & Land use	Increased tree planting in residential neighborhoods	7,205	\$ 160	5	NA
Transportation	Adhere to restrictions on polluting vehicles. - would require partnership with SGI (modelled after AirCare program in BC).	6,500	NA	2	NA
Buildings & Infrastructure	Install energy efficient appliances	5,764	\$ 3,607	3	NA
Transportation	Utilize Municipal incentive for ultra-low and zero-emission vehicles."electric vehicle purchase program" (similar programs in ontario and BC) - community emissions reductions/ municipality provides the incentive.  Work with car dealerships to bring in more electric vehicles, and provide maintenance support for those vehicles.  Invest in and create policies for infrastructure to support low and zero emission vehicles	5,380	\$ 209	3	115.29
Policy, Planning, Development	One Saskatoon neighborhood Adopts a "Smart City" pilot that integrates a smart grid, smart metres, battery storage (including electric vehicles), and smart transport networks. The program would be organized and run by the municipality; neighborhood residents and business would implement and take advantage of incentives.	5,365	\$ (5,736)	7	4.35
Policy, Planning, Development	Implement a model low carbon neighbourhood that includes renewable energy generation, public and active transportation networks, mixed-use zoning, urban agriculture, green buildings, district energy, and green space.	5,365	\$ 13	2	2.84
Waste	Utilize Recovery Park: Use item reuse centre, swap and share programs.  Utilize Construction and Demolition site at Recovery Park.	4,717	\$ -	2	NA

Transportation	Make use of Active Transportation Network.	3,845	NA	3	NA	
Energy	Combined heat and power projects for Municipal buildings - example St. Paul's Hospital  Potential for CHP in RUH and City Hospitals to experience similar costs and yield similar results. Not included in this option.	3,551	\$ 42	15	6.00	
Transportation	Adopting the anti-idling policy/bylaw. The cost and emissions reductions based on education and implementation for 25 local businesses.	2,262	\$ 587	2	NA	
Buildings & Infrastructure	Implement Existing Building Improvements / Retrofits  Develop initiatives that support improvements to existing homes (start as pilot project) Implement a large scale retrofit strategy (i.e. that examines building envelope retro-commissioning, blower-door testing, PACE financing, deep energy retrofits) including:  1. building envelope retro-commissioning 2. deep energy retrofits Provide retrofit incentives to make energy and water improvements to existing buildings (residential properties and Industrial, Commercial and Institutional facilities)	2,237	\$ 6,760	10	12.44	
Buildings & Infrastructure	Incentive program for implementing energy efficiency in affordable housing.  the project is a corporate-owned initiative; the emissions reductions will fall to community (owned by Sask Housing Authority - Provincial body)	2,175	\$ (58)	5	2.00	
Energy	Use of LED replacement program/subsidy where households get affordable/free LEDs for household lighting.	2,175	\$ (506)	3	1.53	
Buildings & Infrastructure	Transition 2050 - High energy poverty program that will provide incentives (resources/ technical assistance) specifically to low income households.	1,672	\$ (76)	5	NA	
Policy, Planning, Development	Implement recommendations of LAP's for development. Ensure the recommendations are adequately resourced (i.e., salary and oversight).	533	\$ 188	2	NA	

Transportation	Use EV charging stations installed by the City.	388	\$ 1,289	3	NA	
Energy	<p>Implement distributed energy storage systems and/or combined heat and power projects, microgrid projects for new developments and ICI customers, complimented with utility-scale energy storage</p> <p>A microgrid is a localized grouping of distributed energy sources, like solar, wind, in-stream hydro, and biomass, together with energy storage or backup generation and load management tools. Many technologies contribute to grid flexibility:</p> <ul style="list-style-type: none"> <li>-Constant renewables;</li> <li>-Utility-scale storage;</li> <li>-Small-scale storage</li> </ul>	253	\$ (21,727)	5	25.00	
Water / Wastewater / Storm Water	<p>Installation of indoor water efficient fixtures, appliances and equipment. This includes the following:</p> <ol style="list-style-type: none"> <li>1. rebates for low flow toilets</li> <li>2. water audits for residential and ICI customers including multi unit dwellings</li> <li>3. rebates for low flow water fixtures and home improvements</li> </ol> <p>Require the installation of low-flow fixtures in all new construction and renovations.</p> <p>Link to building code/performance metrics</p> <p>Ensure that building standards and permit approval processes promote and support water conservation, including water-efficient design, infrastructure and technology and grey water system standards.</p>	169	\$ 12,460	10	NA	
Water / Wastewater / Storm Water	<p>Implement grey water programs/projects in both new construction and renovations.</p> <p>Make new homes grey water ready.</p> <p>Outcomes of the pilots could be used to create guidelines, policies, procedures, training, etc. on grey water use in Saskatoon.</p> <p>Provide support and guidance for residents and businesses pursuing grey water systems;</p> <p>Train industry professionals on grey water requirements, strategies, and opportunities so that expertise exists locally;</p>	79	\$ 78,145	10	11.37	

Buildings & Infrastructure	Conduct energy & water efficiency audits on an annual basis for all commercial and/or multi-unit residential buildings.	19	\$ 2,454,642	10	NA	
<b>Total</b>		<b>151,392</b>				
% Emissions Reductions		8%				

## Appendix C – Quickest Payback and Lowest Investment per tonne

### Corporate Initiatives: Lowest \$/tonne of reduction

Sector	Mitigation Opportunity	TOTAL Emissions Reductions Impact tCO2e	\$ per tonnes of emissions reductions	Implementation length (years)	Payback period (years)	NPV
Water / Wastewater / Storm Water	Pilot and phase in use of rain water on public lands (parks, golf course, etc.), eventually expand rain water harvesting and irrigation to all city lands	1	\$ (156,054)	4	NA	+
Policy, Planning, Development	Strategic infill development - specific geographies with specific timeframes (such as North Downtown development, whereas the Growth Plan is an overarching strategy). Ensure this Opp includes the UofS masterplan and Riverland and City Centre Plans. <b>For example:</b> Adopt the North Downtown Masterplan, a sustainable infill neighbourhood design	5,365	\$ (11,415)	15	5.00	+
Water / Wastewater / Storm Water	Expand rain barrel rebate to include materials to build a custom rain harvesting system and Incentivize drip irrigation systems	100	\$ (9,110)	2	3.50	+
Buildings & Infrastructure	Require LED street lighting for all new and existing neighbourhoods.	5,743	\$ (2,250)	5	3.40	+
Buildings & Infrastructure	Support strategic tree placement around civic facilities and buildings  Plant urban trees close to buildings - shading and reduction of wind speed from tree coverage can lower total annual heating and cooling loads by 5-10%	225	\$ (1,979)	1	15.00	+
Transportation	Supply electric vehicle charging at all City facilities	282	\$ (1,833)	5	5.00	+
Transportation	Optimization of fleet services operations (e.g., optimize locations for fuel fills and water fill/ all operations). This may mean site locations at ideal locations in the City (such as what Parks has done with some of their shed locations).  Route optimization for civic services (including but not limited to - waste services, street sweeping, snow clearing, pothole repair, water repair, streetlight repair).	93	\$ (980)	2	8.00	+

	Retrofit existing civic buildings with an equipment focus (includes making all city facility lighting LED indoors, toilets, faucets, etc)					
Buildings & Infrastructure	<i>EPC including lighting, HVAC, water and COGEN upgrades/retrofits</i>	5,931	\$ (872)	11	10.00	+
Buildings & Infrastructure	Use detailed smart meter data (water, gas, electricity) as a decision making tool and to monitor building performance.	1,351	\$ (359)	1	6.00	+
Waste	Improve efficiency and collection of landfill gas collection/generation system (where feasible) LFG expansion project	18,603	\$ (220)	4	NA	+
<b>Total</b>		<b>37,694</b>				
		% Emissions Reductions		35%		

### Corporate Initiatives – Quickest payback period

Sector	Mitigation Opportunity	TOTAL Emissions Reductions Impact tCO2e	\$ per tonnes of emissions reductions	Implementation length (years)	Payback period (years)	NPV
Water/ Wastewater	Implement rain water harvesting systems on City facilities  Examine high-water use facilities for their potential to use rain water in their operations – e.g. through equipment washing, toilet flushing, irrigation, and/or to supplement other water needs	8	\$ 11,013	5	(16.44)	-
Water/ Wastewater	Improve road cleaning and sweeping process to reduce water use - use harvested rain water for street cleaning involves installing rain harvesting system and using this to fill existing sweeping trucks  Brush or sweep sidewalks and patios instead of using water for cleaning	21	\$ 16,160	2	(3.54)	-
Water/ Wastewater	Set water use limits on outdoor spaces  Use the LEED 2009 criteria for Water Efficient Landscaping requirements as a guideline for all new greenspaces	33	\$ 1,276	1	2.00	-
Transportation	Right-size fleet vehicles.  Choose the most efficient vehicle suitable for corporate service delivery needs.	939	\$ 47	2	3.00	+
Buildings & Infrastructure	Require LED street lighting for all new and existing neighbourhoods.	5,743	\$ (2,250)	5	3.40	+
Water / Wastewater / Storm Water	Expand rain barrel rebate to include materials to build a custom rain harvesting system and Incentivize drip irrigation systems	100	\$ (9,110)	2	3.50	+
Policy, Planning, Development	Strategic infill development - specific geographies with specific timeframes (such as North Downtown development, whereas the Growth Plan is an overarching strategy). Ensure this Opp includes the UofS masterplan and Riverlanding and City Centre Plans. For example: Adopt the North Downtown Masterplan, a sustainable infill neighbourhood design	5,365	\$ (11,415)	15	5.00	+

Transportation	Supply electric vehicle charging at all City facilities	282	\$ (1,833)	5	5.00	+
Water / Wastewater / Storm Water	Offer a leak detection/alert program (through the purchase of leak detection sensors applied to all civic appliances and water fixtures) for City operations and facilities so that leaks can be identified by staff and repaired quickly.	1,461	\$ 15	2	5.00	-
Buildings & Infrastructure	Use detailed smart meter data (water, gas, electricity) as a decision making tool and to monitor building performance.	1,351	\$ (359)	1	6.00	+
Transportation	Improved telework / work from home policies	632	\$ 61	1	6.00	+
<b>Total</b>		<b>15,933</b>				
% Emissions Reductions		15%				

**Community: Lowest investment per tonne of emissions reduced**

Sector	Mitigation Opportunity	TOTAL Emissions Reductions Impact tCO <sub>2</sub> e	\$ per tonnes of emissions reductions	Implementation length (years)	Payback period (years)
Energy	<p>Implement distributed energy storage systems and/or combined heat and power projects, microgrid projects for new developments and ICI customers, complimented with utility-scale energy storage</p> <p>A microgrid is a localized grouping of distributed energy sources, like solar, wind, in-stream hydro, and biomass, together with energy storage or backup generation and load management tools. Many technologies contribute to grid flexibility:</p> <ul style="list-style-type: none"> <li>-Constant renewables;</li> <li>-Utility-scale storage;</li> <li>-Small-scale storage</li> </ul>	253	\$ (21,727)	5	25.00
Policy, Planning, Development	<p>One Saskatoon neighborhood Adopts a “Smart City” pilot that integrates a smart grid, smart metres, battery storage (including electric vehicles), and smart transport networks. The program would be organized and run by the municipality; neighborhood residents and business would implement and take advantage of incentives.</p>	5,365	\$ (5,736)	7	4.35
Policy, Planning, Development	<p>Install solar/ renewables.</p> <p>Retrofit ICI sector building envelopes.</p> <p>Retrofit ICI sector appliances etc.</p> <p>Loans for retrofits and renewables should be available; this eases the implementation cost for the community.</p>	9,004	\$ (2,180)	4	25.00

Energy	Use of LED replacement program/subsidy where households get affordable/free LEDs for household lighting.	2,175	\$ (506)	3	1.53
Buildings & Infrastructure	Transition 2050 - High energy poverty program that will provide incentives (resources/ technical assistance) specifically to low income households.	1,672	\$ (76)	5	NA
Buildings & Infrastructure	Incentive program for implementing energy efficiency in affordable housing.  the project is a corporate-owned initiative; the emissions reductions will fall to community (owned by Sask Housing Authority - Provincial body)	2,175	\$ (58)	5	2.00
Waste	Utilize Recovery Park: Use item reuse centre, swap and share programs.  Utilize Construction and Demolition site at Recovery Park.	4,717	\$ -	2	NA
Water / Wastewater / Storm Water	Utilize the Storm Water Utility credits for Industrial, Commercial and Institutional (ICI) customers. - reduce storm water drain usage The credit is to instal green infrastructure such as rainbarrels, look at how much of your landscape is permeable and a percentage of your stormwater rate is returned based on that percentage.  The current utility credit/rebate does not often cover the cost of the improvement (i.e., the green improvement)	-	\$ -	1	NA
Policy, Planning, Development	Implement a model low carbon neighbourhood that includes renewable energy generation, public and active transportation networks, mixed-use zoning, urban agriculture, green buildings, district energy, and green space.	5,365	\$ 13	2	2.84
Energy	Combined heat and power projects for Municipal buildings - example St. Paul's Hospital  Potential for CHP in RUH and City Hospitals to experience similar costs and yield similar results. Not included in this option.	3,551	\$ 42	15	6.00
<b>Total</b>		<b>34,278</b>			

% Emissions Reductions

1%

**Community: Quickest payback for investment**

Sector	Mitigation Opportunity	TOTAL Emissions Reductions Impact tCO2e	\$ per tonnes of emissions reductions	Implementation length (years)	Payback period (years)
Energy	Use of LED replacement program/subsidy where households get affordable/free LEDs for household lighting.	2,175	\$ (505.56)	3	1.53
Buildings & Infrastructure	Incentive program for implementing energy efficiency in affordable housing.  the project is a corporate-owned initiative; the emissions reductions will fall to community (owned by Sask Housing Authority - Provincial body)	2,175	\$ (57.67)	5	2.00
Policy, Planning, Development	Implement a model low carbon neighbourhood that includes renewable energy generation, public and active transportation networks, mixed-use zoning, urban agriculture, green buildings, district energy, and green space.	5,365	\$ 13.29	2	2.84
Buildings & Infrastructure	Incentivize the use of "smart" Thermostats	8,285	\$ 96.59	2	3.07
Transportation	Champion carpooling, ridesharing and car sharing programs.  Play a leading role in providing incentives to Car Shares (e.g. no parking costs throughout the City, more Car Share designated parking spaces, and financial assistance to start-up organizations such as the Car Share Co-op).	11,043	\$ 252.34	2	3.32
Policy, Planning, Development	One Saskatoon neighborhood Adopts a "Smart City" pilot that integrates a smart grid, smart metres, battery storage (including electric vehicles), and smart transport networks. The program would be organized and run by the municipality; neighborhood residents and business would implement and take advantage of incentives.	5,365	\$ (5,736.25)	7	4.35

Energy	<p>Combined heat and power projects for Municipal buildings - example St. Paul's Hospital</p> <p>Potential for CHP in RUH and City Hospitals to experience similar costs and yield similar results. Not included in this option.</p>	3,551	\$ 42.18	15	6.00
Water / Wastewater / Storm Water	<p>Implement grey water programs/projects in both new construction and renovations.</p> <p>Make new homes grey water ready.</p> <p>Outcomes of the pilots could be used to create guidelines, policies, procedures, training, etc. on grey water use in Saskatoon.</p> <p>Provide support and guidance for residents and businesses pursuing grey water systems;</p> <p>Train industry professionals on grey water requirements, strategies, and opportunities so that expertise exists locally;</p>	79	\$78,145.13	10	11.37
Buildings & Infrastructure	<p>Implement Existing Building Improvements / Retrofits</p> <p>Develop initiatives that support improvements to existing homes (start as pilot project)</p> <p>Implement a large scale retrofit strategy (i.e. that examines building envelope retro-commissioning, blower-door testing, PACE financing, deep energy retrofits) including:</p> <ol style="list-style-type: none"> <li>1. building envelope retro-commissioning</li> <li>2. deep energy retrofits</li> </ol> <p>Provide retrofit incentives to make energy and water improvements to existing buildings (residential properties and Industrial, Commercial and Institutional facilities)</p>	2,237	\$ 6,760.33	10	12.44
<b>Total</b>		<b>40,275</b>			
% Emissions Reductions		1%			

## Appendix D – Community Supported

### Corporate Initiatives

Sector	Mitigation Opportunity	TOTAL Emissions Reductions Impact tCO <sub>2</sub> e	\$ per tonnes of emissions reductions	Implementation length (years)	Payback period (years)	NPV
Buildings & Infrastructure	Use detailed smart meter data (water, gas, electricity) as a decision making tool and to monitor building performance.	1,351	\$ (359)	1	6.00	+
Transportation	Improved telework / work from home policies	632	\$ 61	1	6.00	-
Energy	Lights Out Computers Off Electronic Devices Off Policy  One-Year Education campaign	138	\$ 39	1	7.42	-
Policy, Planning, Development	Incorporate specific environmental and climate change provisions into the City's Official Community Plan and Environmental Policy	2,130	\$ 33	1	NA	-
Energy	Increase the power saving settings on all computers	NA	NA	1	NA	-
Parks, Gardens, Green Space	Expand Community, Allotment, Vacant Lot, and Boulevard Gardening opportunities.  Designate and reserve uncontaminated land in each neighbourhood for intensive food production. Create incentives for farmers to use this land and for people to obtain their food from these sources.	NA	NA	3	50.00	-
Waste	Improve efficiency and collection of landfill gas collection/generation system (where feasible) LFG expansion project	18,603	\$ (220)	4	NA	+
Buildings & Infrastructure	Require LED street lighting for all new and existing neighbourhoods.	5,743	\$ (2,250)	5	3.40	+

	Continue to create improvements to transit.					
Transportation	Improving public transportation; including through conventional buses, bus rapid transit, and light rail	1,000	\$ 120,000	5	NA	-
Energy	Complete the small-scale hydro project at the weir	19,480	\$ 355	7	16.00	+
	Develop and implement a Climate Action Plan for the corporation					
	Establish an implementation plan to reduce reductions in GHG emissions from all City operations					
Policy, Planning, Development		1,065	\$ 2,160	10	NA	-
	Retrofit existing civic buildings with an equipment focus (includes making all city facility lighting LED indoors, toilets, faucets, etc)					
Buildings & Infrastructure	EPC including lighting, HVAC, water and COGEN upgrades/retrofits	5,931	\$ (872)	11	10.00	+
<b>Total</b>		<b>56,073</b>				
% Emissions Reductions		53%				

## Community Initiatives

Sector	Mitigation Opportunity	TOTAL Emissions Reductions Impact tCO2e	\$ per tonnes of emissions	Implementation length (years)	Payback period (years)
Water / Wastewater / Storm Water	<p>Utilize the Storm Water Utility credits for Industrial, Commercial and Institutional (ICI) customers. - reduce storm water drain usage</p> <p>The credit is to instal green infrastructure such as rainbarrels, look at how much of your landscape is permeable and a percentage of your stormwater rate is returned based on that percentage.</p> <p>The current utility credit/rebate does not often cover the cost of the improvement (i.e., the green improvement)</p>	-	-	1	NA
Waste	<p>Utilize Recovery Park: Use item reuse centre, swap and share programs.</p> <p>Utilize Construction and Demolition site at Recovery Park.</p>	4,717	\$ -	2	NA
Buildings & Infrastructure	Incentivize the use of "smart" Thermostats	8,285	\$ 96.59	2	3.07
Transportation	<p>Champion carpooling, ridesharing and car sharing programs.</p> <p>Play a leading role in providing incentives to Car Shares (e.g. no parking costs throughout the City, more Car Share designated parking spaces, and financial assistance to start-up organizations such as the Car Share Co-op).</p>	11,043	\$ 252.34	2	3.32

Buildings & Infrastructure	<p>Installation of residential and commercial Air source heat pumps or Ground source heat pumps / Geothermal</p> <p>When combined with a highly efficient building envelope, air source heat pumps are a cost effective way to heat buildings with renewable electricity. Provide support and education to increase their use in Saskatoon.</p> <p>Ground source heat pumps are a clean and energy-efficient technology for heating and cooling buildings utilizing heat in the ground.</p>	54,107	\$ 279.58	2	NA
Energy	Use of LED replacement program/subsidy where households get affordable/free LEDs for household lighting.	2,175	\$ (505.56)	3	1.53
Buildings & Infrastructure	Install energy efficient appliances	5,764	\$ 3,607.01	3	NA
Water / Wastewater / Storm Water	<p>Utilize the Storm Water Utility credit to residents, so that homeowners can receive tax reductions for reducing storm water runoff from their property (i.e. through the use of rain barrels, rain gardens, drainage improvements, and minimal hardscaping). - reduce storm water drain usage</p> <p>The stormwater fee is currently flat rate because it is area based. There is currently no incentives for residents.</p>	NA	NA	3	NA
Buildings & Infrastructure	Transition 2050 - High energy poverty program that will provide incentives (resources/ technical assistance) specifically to low income households.	1,672	\$ (75.94)	5	NA
Buildings & Infrastructure	Use Incentivizes: local industry to certify projects through third-party certification programs (e.g. LEED, Passive House, BOMA, Living Building Challenge, Other).	9,299	\$ 61.83	5	NA
Parks, Greenspace and Land use	Increased tree planting in residential neighborhoods	7,205	\$ 160.00	5	NA

Buildings & Infrastructure	Implement Existing Building Improvements / Retrofits				
	Develop initiatives that support improvements to existing homes (start as pilot project) Implement a large scale retrofit strategy (i.e. that examines building envelope retro-commissioning, blower-door testing, PACE financing, deep energy retrofits) including:  1. building envelope retro-commissioning 2. deep energy retrofits Provide retrofit incentives to make energy and water improvements to existing buildings (residential properties and Industrial, Commercial and Institutional facilities)				
		2,237	\$ 6,760.33	10	12.44
<b>Total</b>		<b>106,504</b>			
% Emissions Reductions		3%			

## Appendix E – Overall Highest Scoring Opportunities

### Corporate Initiatives

Sector	Mitigation Opportunity	TOTAL Emissions Reductions Impact tCO <sub>2</sub> e	\$ per tonnes of emissions reductions	Implementation length (years)	Payback period (years)	NPV
Waste	Improve efficiency and collection of landfill gas collection/generation system (where feasible) LFG expansion project	18,603	\$ (220)	4	NA	+
Buildings & Infrastructure	Retrofit existing civic buildings with an equipment focus (includes making all city facility lighting LED indoors, toilets, faucets, etc)  <i>EPC including lighting, HVAC, water and COGEN upgrades/retrofits</i>	5,931	\$ (872)	11	10.00	+
Buildings & Infrastructure	Require LED street lighting for all new and existing neighbourhoods.	5,743	\$ (2,250)	5	3.40	+
Transportation	Implement electric vehicles Fleet.  A green fleet policy that includes life cycle considerations before procuring/renting equipments and vehicles: e.g. determine which vehicles and equipment are least costly after taking into account capital costs, maintenance costs, resale costs, fuel costs, carbon pricing, and GHG emissions.  Convert City-owned buses, vehicles, and equipment to electric (where feasible)	4,793	\$ 23,596	6	25.00	-
Buildings & Infrastructure	Use detailed smart meter data (water, gas, electricity) as a decision making tool and to monitor building performance.	1,351	\$ (359)	1	6.00	+
Transportation	Improved telework / work from home policies	632	\$ 61	1	6.00	-
Transportation	Right-size fleet vehicles.  Choose the most efficient vehicle suitable for corporate service delivery needs.	939	\$ 47	2	3.00	+
Energy	Increase the power saving settings on all computers	NA	NA	1	NA	-
Buildings & Infrastructure	Reduce number of / improve efficiency of vending machines	NA	NA	2	NA	-
Energy	Implement smart plug systems in City facilities	NA	NA	1	NA	-
<b>Total</b>		<b>37,991</b>				

% Emissions Reductions 36%

## Community Initiatives

Sector	Mitigation Opportunity	TOTAL Emissions Reductions Impact tCO2e	\$ per tonne Emissions reduction	Implementation (years)	Payback period (years)
Buildings & Infrastructure	<p>Installation of residential and commercial Air source heat pumps or Ground source heat pumps / Geothermal</p> <p>When combined with a highly efficient building envelope, air source heat pumps are a cost effective way to heat buildings with renewable electricity. Provide support and education to increase their use in Saskatoon.</p> <p>Ground source heat pumps are a clean and energy-efficient technology for heating and cooling buildings utilizing heat in the ground.</p>	54,107	\$ 280	2	NA
Policy, Planning, Development	<p>Install solar/renewables.</p> <p>Retrofit ICI sector building envelopes.</p> <p>Retrofit ICI sector appliances etc.</p> <p>Loans for retrofits and renewables should be available; this eases the implementation cost for the community.</p>	9,004	\$ (2,180)	4	25.00
Buildings & Infrastructure	Incentivize the use of "smart" Thermostats	8,285	\$ 97	2	3.07
Buildings & Infrastructure	Install energy efficient appliances	5,764	\$ 3,607	3	NA
Transportation	<p>Utilize Municipal incentive for ultra-low and zero-emission vehicles."electric vehicle purchase program" (similar programs in Ontario and BC) - community emissions reductions/ municipality provides the incentive.</p> <p>Work with car dealerships to bring in more electric vehicles, and provide maintenance support for those vehicles.</p> <p>Invest in and create policies for infrastructure to support low and zero emission vehicles</p>	5,380	\$ 209	3	115.29

Policy, Planning, Development	One Saskatoon neighborhood Adopts a "Smart City" pilot that integrates a smart grid, smart metres, battery storage (including electric vehicles), and smart transport networks. The program would be organized and run by the municipality; neighborhood residents and business would implement and take advantage of incentives.	5,365	\$ (5,736)	7	4.35
Energy	Combined heat and power projects for Municipal buildings - example St. Pauls Hospital  Potential for CHP in RUH and City Hospitals to experience similar costs and yield similar results. Not included in this option.	3,551	\$ 42	15	6.00
Energy	Use of LED replacement program/subsidy where households get affordable/free LEDs for household lighting.	2,175	\$ (506)	3	1.53
Water / Wastewater / Storm Water	Utilize the Storm Water Utility credit to residents, so that homeowners can receive tax reductions for reducing storm water runoff from their property (i.e. through the use of rain barrels, rain gardens, drainage improvements, and minimal hardscaping). - reduce storm water drain usage  The stormwater fee is currently flat rate because it is area based. There is currently no incentives for residents.	NA	NA	3	NA
Water / Wastewater / Storm Water	Utilize the Storm Water Utility credits for Industrial, Commercial and Institutional (ICI) customers. - reduce storm water drain usage The credit is to instal green infrastructure such as rainbarrels, look at how much of your landscape is permeable and a percentage of your stormwater rate is returned based on that percentage.  The current utility credit/rebate does not often cover the cost of the improvement (i.e., the green improvement)	NA	NA	1	NA
<b>Total</b>		<b>93,631</b>			

% Emissions Reductions 3%

## Appendix F – Opportunities Currently Being Explored in Saskatoon

### Corporate Opportunities

Sector	Mitigation Opportunity	TOTAL Emissions Reductions Impact tCO2e	\$ per tonnes of emissions reductions	Implementation length (years)	Payback period (years)	NPV
Energy	Complete the small-scale hydro project at the weir	19,480	\$ 355	7	16.00	+
Parks, Gardens, Green Space	Afforestation  Plant additional trees and greenspace in unused areas to capture carbon, such as boulevards, right of ways, industrial areas, etc	8,750	\$ 1,206	6	NA	-
Energy	Install solar PV on civic buildings	6,240	\$ 554	1	25.00	-
Buildings & Infrastructure	Retrofit existing civic buildings with an equipment focus (includes making all city facility lighting LED indoors, toilets, faucets, etc)  <i>EPC including lighting, HVAC, water and COGEN upgrades/retrofits</i>	5,931	\$ (872)	11	10.00	+
Policy, Planning, Development	Incorporate specific environmental and climate change provisions into the City's Official Community Plan and Environmental Policy	2,130	\$ 33	1	NA	-
Water / Wastewater / Storm Water	Offer a leak detection/alert program (through the purchase of leak detection sensors applied to all civic appliances and water fixtures) for City operations and facilities so that leaks can be identified by staff and repaired quickly.	1,461	\$ 14.98	2	5.00	+
Buildings & Infrastructure	Use detailed smart meter data (water, gas, electricity) as a decision making tool and to monitor building performance.	1,351	\$ (359)	1	6.00	+
Policy, Planning, Development	Develop and implement a Climate Action Plan for the corporation  Establish an implementation plan to reduce reductions in GHG emissions from all City operations	1,065	\$ 2,160	10	NA	-
Transportation	Continue to create improvements to transit.  Improving public transportation; including through conventional buses, bus rapid transit, and light rail	1,000	\$ 120,000	5	NA	-
Transportation	Improved telework / work from home policies	632	\$ 61	1	6.00	-
Energy	Implement virtual net metering to support more opportunities/flexibility for renewable energy (i.e. solar)	624	\$ 1,751	2	NA	-

Buildings & Infrastructure	Champion adoption of BOMA BEST / Energy label for our facilities and website	450	\$ 2,189	10	25.00	-
Energy	Install solar thermal on City facilities, where appropriate (e.g. indoor and outdoor swimming pools) (9 civic pools in Saskatoon not including paddling pools)	52	\$ 43,960	3	25.00	-
Policy, Planning, Development	Incorporate GHG emissions as one evaluation criterion for managing contaminated soils. By including evaluation of GHG emissions in this strategy, you are essentially influencing the choice of how to manage soils. Since the big GHG costs are linked to handling of the soils, the influence will likely be to forgo moving of soils (dig and dump) to preferring in situ management options, which may include long term monitoring.					
Policy, Planning, Development	Incentivize addition of soil organic matter	7	\$ 9,000	25	NA	-
Policy, Planning, Development	Implementing the Growth Plan 1. increasing density - efficiency factor of MU vs SUD 2. increasing intensity of landuse - i.e., mode share for transportation options more likely to include greater active transportation options if infrastructure and facilities are provided for cycling, walking and other non-vehicular modes. be active and public. 3. Improve Future Development standards to become more efficient and environmental. i.e., increasing size of pipes but not putting more pipes in (reducing sprawl).	NA	NA	15	NA	-
<b>Total</b>		<b>49,172</b>	<b>\$ 180,052</b>			

Emissions Reductions % 53%

### Community Opportunities (including Waste)

Sector	Mitigation Opportunity	TOTAL Emissions Reductions Impact tCO2e	\$ per tonnes of emissions reductions	Implementation length (years)	Payback period (years)	NPV
Waste	Utilize Recovery Park: Use item reuse centre, swap and share programs.					
Waste	Utilize Construction and Demolition site at Recovery Park.	4,717	\$ -	2	-	-
Energy	Combined heat and power projects for Municipal buildings - example St. Paul's Hospital  Potential for CHP in RUH and City Hospitals to experience similar costs and yield similar results. Not included in this option.	3,551	\$ 42.18	15	6.00	-
Waste	PAYT - Pay as you throw utility + city wide organics combined - for single family dwellings  Adopt Variable Unit Pricing for garbage, with relatively low costs for small bins/amount of waste and high costs for large bins.	26,000	\$ 773	2	NA	-
Waste	Recovery Park initiative: Increase support for item reuse, swapping, and sharing programs.  Set up facilities so that used materials are made available for re-use or upcycling (i.e. furniture, appliances, construction materials), Provide recycling and re-use options for construction and demolition waste.	22,985	\$ 1,223	4	NA	-
Waste	Improve efficiency and collection of landfill gas collection/generation system (where feasible) LFG expansion project.	18,603	\$ (220)	4	NA	+
Waste	Consider opportunities to process organic waste (and waste water) using anaerobic digestion / methane digesters	8,300	\$ 36	6	NA	-
Waste	Implement Organics Waste Program for multi-unit residences - Bylaw based.	3,156	\$ 169	3	NA	-
Waste	Mandate new civic buildings and retrofit projects to divert a specific percentage (based on policy development done for recovery park) of their construction waste from the landfill and reuse a certain percentage of building materials in redevelopment projects. - Policy development included in recovery park project.	343	\$ 1,212	4	NA	-
<b>Total</b>		<b>87,656</b>	<b>\$ 3,235</b>			

Emissions Reductions 2%

## Appendix G – Most Impactful Enabling and Policy Opportunities

Currently these initiatives do not have any emissions reduction projections associated to them as an RFP proponent will be selected within the next week to do highly detailed energy mapping and financial modelling. This sophisticated modelling contract will be used to determine how policy changes, educational programs and behavioural changes over time will reduce emissions.

Ratings: # of Initiatives, Bylaw and Policy headings are rated from 1 to 5 as follows:

1 = Worst	Costs are high, benefits are low, community backlash anticipated, low emissions impact, complex implementation, more engagement required, policy and bylaw out of municipal jurisdiction
2 = Poor	Heavier policy/bylaw implementation, higher costs, less buy in, low impact/tonnes reduced, long implementation
3 = Medium	Will likely have policy/bylaw implementation impacts but within municipal jurisdiction, average cost, average buy in, average \$/tonne
4 = Good	Higher buy in, good \$/tonne, moderate timeline, lower costs
5 = Excellent	No bylaw or policy implications, short timelines, low cost, high buy in, impacts many initiatives

Sector	Mitigation Opportunity	# initiatives affected (1=few, 3=some, 5 = many)	Bylaw implications (scale 1-5)	Policy implications (scale 1-5)	Implementation length (years)
Parks, Gardens, Green Space	Natural Capital Assets  Consider the monetary value of our community's natural & green spaces in City planning and financial decision-making.	4	3	3	0
Water / Wastewater / Storm Water	Develop a water conservation strategy for the corporation that identifies water conservation and water recycling opportunities, policies, programs and outreach. Will include Assessing whether there are opportunities to reduce water in the City's vehicle washing facilities. Develop a procedure that considers water conservation.	5	5	4	1
Water / Wastewater / Storm Water	Set a water conservation target for the community.	5	5	4	1
Energy	Establish a municipal Renewable Energy Target to reduce reliance on carbon intense power from the Provincial grid.	5	3	2	1
Policy, Planning, Development	Conduct community GHG Emission Inventories on a regular basis within the business/ corporation.  GHG emissions inventories including emissions from all sectors within Saskatoon.	5	5	4	1
Policy, Planning, Development	Ensure that the City of Saskatoon's climate, land use, housing, transportation, asset management and other plans are aligned so that environmental and climate change objectives are met in an integrated way.	5	5	5	1
Policy, Planning, Development	Conduct corporate GHG Emission Inventories on a regular basis  GHG emissions inventories including emissions from all City operations.	5	5	4	1
Parks, Gardens, Green Space	Set Biodiversity, Urban Forest, and Green Space Targets.	4	4	2	1
Buildings & Infrastructure	Subsidize training for architects, home builders, carpenters, electricians, plumbers, engineers, planners and other relevant building trades to learn about energy-efficient construction techniques and design.	4	5	4	1

Buildings & Infrastructure	Develop a homeowner education program for residents focused on energy-literacy, sustainability, and green buildings.	4	5	4	1
Policy, Planning, Development	develop design standards for solar-oriented neighbourhoods.  Neighbourhood planning should require all lots to have a south exposure not blocked by other buildings. This is possible in a grid with east-west streets.	4	3	3	1
Transportation	Develop education/communication programs and initiatives that help change social norms and reduce dependence on car-focused trips in the community.	4	5	5	1
Water / Wastewater / Storm Water	Develop a water conservation strategy for the community that identifies water conservation and water recycling opportunities, policies, programs and outreach.	5	5	5	2
Buildings & Infrastructure	Implement a Building Code  Work towards implementing mandatory performance measures for all new buildings, for example, through a community building code, policy, or minimum energy code.  First goal of the code: net-zero buildings Next goal of the code: living buildings  Implement a municipal STEP code. 1. Start by requiring EnerGuide 80, R2000 and/or EnergyStar buildings. 2. Then require net-zero-ready buildings. 3. Then require net-zero energy and emission buildings. 4. Incentivize the next step: living buildings  Advocate for the province to adopt a building code that requires green building and energy efficiency/conservation.	5	2	1	2

Support Services	Offer grants and rebates for green improvements.	5	5	5	2
Support Services	Offer property tax abatements for green improvements.	5	5	5	2
Support Services	Provide utility incentives for green improvements.	5	5	5	2
Support Services	Offer subsidized loans for green improvements.	5	5	5	2
Support Services	Develop cost-sharing programs for green improvements.	5	5	5	2
Water / Wastewater / Storm Water	Develop a fund specifically for pilot projects. For example, a revolving fund could be put into place for initiatives that will conserve water and have a predictable pay-back period (to replenish the fund).	5	5	4	2
Water / Wastewater / Storm Water	Provide education and training to industry on the City's Low Impact Development (LID) Guidelines.	4	5	5	2
Buildings & Infrastructure	Sustainable Building Policy for civic buildings	4	3	2	2
Policy, Planning, Development	Develop Sustainable Neighbourhood Design Guidelines for New Subdivisions  Promote land use strategies that maximize efficiency of urban services provision and reduce emissions of GHGs. Promote greater linkage between land uses and transit, as well as other modes of transportation.	4	4	3	2
Transportation	Impose restrictions on polluting vehicles. - would require partnership with SGI (modelled after AirCare program in BC).	4	2	2	2
Support Services	Improve the City's business model for utilities to ensure that energy, water, and waste reduction are supported and incentivized.	4	3	2	2
Support Services	Work with the provincial and federal governments to allocate carbon tax revenue to municipal programs.	4	4	1	2
Support Services	Enhance public education, training, and communications on climate change and sustainability.  Programs need to recognize the linkage between environmental, social, and economic health.	4	5	5	2

Support Services	<p>Develop a corporate green teams program</p> <p>Update the existing strategy: S:\7550 - Environmental Management - PROGRAMS\005 Corporate Sustainability\Green Teams</p>	4	5	3	2
Water / Wastewater / Storm Water	<p>Hire staff focused on water conservation</p> <p>Create a water use/reduction working group made up of City staff from various departments and divisions</p> <p>This cross-divisional group could hold a mandate to identify, support, and implement water conservation initiatives that will help the City of Saskatoon meet its water conservation objectives and target(s).</p>	5	5	4	3
Water / Wastewater / Storm Water	Research potential Residential Water Use Restrictions	5	2	2	3
Energy	<p>Develop a Community-Wide Solar Strategy that includes:</p> <ol style="list-style-type: none"> <li>1. Solar ready building policy and design standards</li> <li>2. PACE financing for solar installation</li> <li>3. Rebates/subsidize structural engineering costs to ensure residential and commercial structures can support solar panels</li> <li>4. internal employee solar task force to manage relationships and programs related to solar energy</li> </ol>	5	5	5	3
Policy, Planning, Development	<p>Building Code amendments that advance building performance, renewable energy infrastructure and energy production within the city</p> <p>Zoning bylaw exemptions should be made for set back and encroachment requirements for insulation retrofits.</p> <p>Allow new buildings/developments to provide car-sharing, transit incentives, and cycling facilities in lieu of parking spaces.</p>	5	2	3	3
Buildings & Infrastructure	Provide training to City staff and contractors to learn about energy-efficient construction techniques and design.	4	5	5	3

Buildings & Infrastructure	Make amendments to the Zoning Bylaw (i.e. remove regulatory barriers and clarify existing language that is currently ambiguous) in order to advance green improvements, sustainable buildings, and renewable energy within the city.	4	1	4	3
Energy	Develop Community Energy Plans (CEPs) for new growth areas and regional centres to detail energy use requirements, establish a plan to reduce energy demand, consider alternative forms of energy generation, and improve building efficiencies and siting.	4	5	4	3
Policy, Planning, Development	Work with Regional Partners to identify environmental partnership opportunities in the areas of, for example, climate mitigation and adaptation planning, transportation, green infrastructure, and building and construction.	4	5	5	3
Policy, Planning, Development	Sustainability training for staff  Offer environmental and sustainability training for City employees (both general/ awareness training, and specific/project-based training)	4	5	5	3
Support Services	Design Sustainable Procurement Guidelines for the City of Saskatoon so that businesses bidding on municipal projects are evaluated on their inclusion of sustainable products and services.  Use purchasing power to promote reductions in GHG emissions by the suppliers of its goods and services, including sustainable procurement practices and bidding standards that encourage contractors to reduce GHG emissions  A number of purchasing decisions can be influenced by implementing a sustainable procurement policy and procedures focused on both products (e.g. fixtures, building materials, janitorial and office supplies, equipment) and services (e.g. as procured through Requests for Proposals and Tenders). The savings--both environmental and financial--could be quite significant, due to better efficiency, lower water consumption, longer lifespan of products, and lower maintenance costs. Sustainable purchasing can also drive changes in behaviours that lower both financial and environmental impacts.	4	5	2	3

Policy, Planning, Development	Explore Property Assessed Clean Energy (PACE) financing for green improvements.  e.g. <a href="http://www.paceab.ca">www.paceab.ca</a> Enabling	5	2	3	4
Energy	Implement a corporate wide Environmental Management System (EMS)	4	5	3	4
Buildings & Infrastructure	Incentivize local industry to certify projects through third-party certification programs (e.g. LEED, Passive House, BOMA, Living Building Challenge, Other). - Grant Program move to corporate	4	5	4	5
Energy	In order to support an increase in renewables, start investing in research and opportunities for short term and long term energy storage methods including wind power large scale and microwind	4	5	4	5
Buildings & Infrastructure	Support for energy & water efficiency audits on an annual basis for all commercial and/or multi-unit residential buildings.	5	3	2	10

## Appendix H – Overview of the Federal Carbon Pricing Backstop and its Potential Implications to the City of Saskatoon

### [1] INTRODUCTION

On October 23, 2018, the Government of Canada released additional details on its Pan-Canadian approach to pricing carbon pollution, which includes the federal carbon pricing “backstop.” The backstop is established in legislation and applies to those provinces (and territories) who have not met minimum thresholds established by the federal government’s coverage benchmark. The benchmark establishes minimum emissions pricing coverage that provinces must achieve. If a province’s climate change plan does not meet the benchmark, then the backstop would apply, in whole or in part.

As a result, the Government of Canada announced that the backstop would apply in the provinces of Saskatchewan, Manitoba, Ontario, and New Brunswick because that these provinces had not developed plans that met the benchmark thresholds. In the case of Saskatchewan, the backstop would apply in part as the federal government is accepting some of Saskatchewan’s climate plan (more on this in section 2).

The backstop has two main components: (1) a carbon levy (or regulatory charge) applied to fossil fuels, and (2) an Output-Based Pricing System (OBPS) that applies to industrial facilities that emit above a certain threshold. The carbon levy on fossil fuels will apply to gasoline, diesel fuel, and natural gas, among other fuel sources.

The City of Saskatoon uses gasoline and diesel fuel to deliver various services and natural gas to heat its buildings. The application of the backstop in Saskatchewan will have financial implications to the corporation. Under the base-case, or business as usual scenario, estimates are that the plan could add additional gross costs of \$2.1 million to the City of Saskatoon by year 2022. Saskatoon could reduce such costs by implementing various mitigation measures.

The purpose of this paper is to provide an overview of the federal approach and its implications to the City of Saskatoon. The goal is to educate the reader about how Canada’s proposed plan will work and how it may impact the City of Saskatoon over the short-medium term. In doing so, this paper is organized as follows:

- Section 2 describes how federal pollution pricing will work and includes an explanation of the fuel charge and the OBPS.
- Section 3 explains how revenue generated from the federal plan will be returned to the provinces in which it applies, with a particular focus on Saskatchewan
- Section 4 addresses how the federal plan will apply to the City of Saskatoon and estimates the potential cost implications to it.

It goes beyond the scope of this paper to address the advantages and disadvantages of Canada’s approach, the advantages and disadvantages of carbon pricing, or its potential impact on the economy.

## [2] CANADA'S APPROACH TO PRICING POLLUTION

### 2.1 Background

As part of the Pan-Canadian Framework on Clean Growth and Climate Change, the Government of Canada released its "Pan-Canadian Approach to pricing carbon pollution in October 2016. This approach established the "benchmark," which outlines the criteria that carbon pricing systems implemented by provinces and territories must meet.<sup>1</sup>

The goal of the benchmark is to ensure that carbon pollution pricing applies to a broad set of emission sources with increasing stringency (or prices) over time. Under the federal benchmark, Saskatchewan, for example, would be required to place a price on 59% of its emissions, while the remaining 41% would be uncovered. The backstop will cover 62% of Saskatchewan's emissions.

The Government of Saskatchewan has opposed Canada's approach to carbon pricing. In December 2017, Saskatchewan released its own climate change plan, called "Prairie Resilience: A Made in Saskatchewan Climate Change Strategy."<sup>2</sup> Among other things, this plan did not place a broad based price on carbon pollution, but rather created an OBPS system that applies to facilities that emit more than 25,000 tonnes of CO<sub>2</sub>e per year. The Saskatchewan plan places a price on approximately 11% of its emissions.

Over the past two years, the Government of Canada gave provinces and territories time to implement their own pricing system that would be consistent with the benchmark. The federal plan allowed provinces to choose between (a) an explicit carbon tax, (b) a hybrid approach that includes a carbon levy and an OBPS, or (c) a cap-and-trade system.<sup>3</sup> If provinces or territories did not meet the benchmark, the federal government indicated that it would impose a carbon price backstop in those jurisdictions.

Canada's approach would apply, in whole or in part, in any province or territory that voluntarily adopts the federal system or that does not have in place a system that meets federal standards by January 1, 2019. In any given province or territory, for instance, the backstop could apply in its entirety, in part (as a means of "topping up" a non-compliant system) or not at all. Given that Saskatchewan's plan does not meet the federal benchmark, Canada announced that Saskatchewan will be subject, in part, to the federal backstop.

In June 2018, Parliament passed the *Greenhouse Gas Pollution Pricing Act*, creating the legislative and regulatory framework for the implementation of the backstop. The Act establishes the federal price on GHG emissions applicable, as of January 2019, to any province or territory that requests it, or that has not implemented a compliant carbon pricing regime.

### 2.2 The Carbon Price Backstop

As noted in section 1, the federal carbon pricing backstop consist of two main parts:

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<sup>1</sup> For more on the benchmark, see <https://www.canada.ca/en/services/environment/weather/climatechange/technical-paper-federal-carbon-pricing-backstop.html>

<sup>2</sup> For more details see, <http://publications.gov.sk.ca/documents/66/104890-2017%20Climate%20Change%20Strategy.pdf>

<sup>3</sup> The explicit carbon tax is used in British Columbia, while the hybrid approach is used in Alberta. Quebec (and formerly Ontario) uses a cap and trade approach.

- 1) A levy on fossil fuels, which will come into effect on April 1, 2019; and
- 2) An OBPS that applies to large industrial emitters, starting in January 2019.

Canada's plan sees prices applied at \$20 per tonne of CO<sub>2</sub>e in 2019 and are expected to increase by \$10 annually, eventually reaching \$50 by 2022. Once the federal system goes into effect in a particular jurisdiction, the federal government intends that it will be kept in effect until at least 2022.

### 2.2.1 Levy on Fossil Fuels

Under the backstop, Canada is applying regulatory charges (or levies) to fossil fuels, including liquid fuels (e.g., gasoline, diesel, aviation fuel, methanol), gaseous fuels (e.g., propane, natural gas, ethane), and solid fuels (e.g., coal, coke). Rates for each fuel subject to the levy will be set such that they are equivalent to \$20 per tonne of CO<sub>2</sub>e in 2019 and increase by \$10 per tonne annually to \$50 per tonne in 2022. The rates will be based on global warming potential factors and emission factors.

Table 2.2.1 shows the potential price increases on selected fuels over the next four years.

**Table 2.2.1 Fuel Levy Increases**

<b>Carbon Price Backstop Fuel Price Effects</b>				
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Fuel Type</b>	<b>\$20/tonne</b>	<b>\$30/tonne</b>	<b>\$40/tonne</b>	<b>\$50/tonne</b>
Gasoline (cents/litre)	4.42	6.63	8.84	11.05
Diesel (cents/litre)	5.37	8.05	10.73	13.41
Natural Gas (cents/cubic metre)	3.91	5.87	7.83	9.79

In general, the levy would apply to fuels that are used in a backstop jurisdiction, irrespective of whether the fuels were produced in, or brought into, the jurisdiction. Generally, the levy will be applied early in the supply chain of each fuel used in a backstop jurisdiction, and will be payable by the producer or distributor. This means that consumers do not pay the fuel charge directly to the federal government

The fuel charges apply to most consumers of the fuel sources including municipalities. However, fuels used for farming and fuels used at a facility whose emissions are accounted for under the OBPS are exempt from the charge.

### 2.2.2. OBPS

While the fuel levy component of the backstop is relatively straightforward, the OBPS is somewhat more complicated. Basically, the objective of an OBPS is to minimize competitiveness and carbon leakage risks for activities for which those risks are high, while retaining the incentives to reduce emissions created by the carbon pricing signal.<sup>4</sup>

<sup>4</sup> For more see, <https://www.canada.ca/en/services/environment/weather/climatechange/climate-action/pricing-carbon-pollution/output-based-pricing-system-technical-background.html>

Instead of paying the charge on fuels that they purchase, industrial facilities in the system will face a carbon price on the portion of their emissions that are above a limit, which will be determined based on relevant output-based standards. The OBPS will apply to industrial facilities located in jurisdictions where the federal carbon pricing system applies and that emit 50 kilotonnes of carbon dioxide equivalent or more per year, with the possibility for smaller facilities (of 10 kilotonnes and above) to opt in.

Facilities that emit less than their annual limit will receive surplus credits from the Government for the portion of their emissions that are below their limit. A facility can trade surplus credits it earns, creating an incentive for facilities to reduce emissions below the limit when cost effective to do so.

The OBPS offers certain “Emissions Intensive Trade Exposed” (EITE) industries extra protection given that much of their revenues are generated in export markets. These industries include: cement, iron and steel manufacturing, lime, and nitrogen fertilizers,

In Saskatchewan, the federal backstop component of the OBPS will apply as a “top up” measure. Much of the OBPS will use the Government of Saskatchewan’s plan. Saskatchewan plans to implement its output-based performance standards system on January 1, 2019. It will apply to large industrial facilities that emit 25,000 tonnes or more of carbon dioxide equivalent (CO<sub>2</sub>e) per year, with the exception of electricity generation and natural gas transmission pipelines. Saskatchewan estimates it will cover approximately 11 percent of the province’s emissions.

The federal OBPS will apply to electricity generation and natural gas transmission pipelines, beginning in January 2019. This will cover facilities from those sectors that emit 50,000 tonnes of carbon dioxide equivalent (CO<sub>2</sub>e) per year or more, with the ability for smaller facilities that emit 10,000 tonnes of CO<sub>2</sub>e per year or more to voluntarily opt-in to the system over time.

According to Canada, direct proceeds from industrial facilities under the federal OBPS will support reductions in greenhouse gas emissions in Saskatchewan. Details on how this will occur will be expected to be released in late 2018 or early 2019.

Given that the backstop is expected to generate substantial revenues, how will those revenues be used? The next section of this paper addresses this issue.

### **[3] RETURNING PROCEEDS TO THE PROVINCE/TERRITORY OF ORIGIN**

#### ***3.1 Background***

One of the fundamental features of the backstop is that the Government of Canada intends to return all the revenues generated from the backstop to the province/territory where they originate.<sup>5</sup> This is known as revenue recycling.

In provinces where the backstop is being imposed, such as Saskatchewan, 90% of the revenues generated from the regulatory charge on fuel will be returned to individuals and

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<sup>5</sup> The federal Goods and Services Tax (GST) or in some provinces the Harmonized Sales Tax (HST), will be applied to the fuel price after the carbon price backstop is levied. However, any increased revenues in the GST/HST resulting from the backstop are not applicable to this policy.

families through what Canada calls “Climate Action Incentive payments”. The remaining 10% will be dedicated to provide support to small and medium-sized businesses, not-for-profits, and Indigenous communities, and municipalities, universities, schools and hospitals (referred to as the “MUSH” sector).

In Yukon and Nunavut, the backstop revenues will be returned directly to those territorial governments, simply because they requested that the federal plan be implemented in those jurisdictions.

The proceeds from the OBPS will also be reinvested in the province or territory of origin. Further details on how these investments will be allocated are to be outlined in early 2019.

### 3.2 Rebates to Households.

According to Canada, under its proposed approach, individuals and families in Saskatchewan will receive a tax-free Climate Action Incentive payment after filing their 2018 tax return starting in early 2019.<sup>6</sup> The rebates are not income-tested and are based on the estimated consumption of fossil fuels by average households.

For Saskatchewan, Canada is also providing a 10% top for those households who live outside one of the province’s two CMA’s. This is intended to offer help residents living in these small and rural communities address their increased energy needs and reduced access to energy-efficient transportation options, such as public transit.

With this proposal, individuals will claim the payment on their tax return. This will involve filling out a short schedule identifying the number of adults and children in the family unit for which payments would be claimed. There will be one claim per family. The process and disbursement of rebates will be managed by the Canada Revenue Agency (CRA).

Table 3.2.1 shows what the rebates would like for Saskatchewan households. As the chart shows, rebates for a family of four living in either the Saskatoon or Regina CMA’s are estimated to exceed \$600 in 2019 and \$1,400 in 2022.

**Table 3.2.1: Average Rebates to Saskatchewan Households**

<b>Carbon Price Backstop Rebates to Household</b>				
<b>\$/Year</b>				
<b>Persons</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
First Adult	305	452	596	731
Spouse	152	225	297	364
Child	76	113	148	182
2nd Child	76	113	148	182
Family of Four	609	903	1189	1459

Perhaps the most confusing part of the household rebates is that, on average, they exceed the

<sup>6</sup> For explanation on these payments for Saskatchewan, see <https://www.canada.ca/en/environment-climate-change/services/climate-change/pricing-pollution-how-it-will-work/saskatchewan.html>

estimated fuel consumptions costs of households. This is because some, about 30% of residents, will pay more a year in carbon taxes than they will receive in rebates. On average these tend to be wealthier residents who may have to heat bigger homes or fuel larger vehicles.

As table 3.2.2 shows, the estimated average fuel levy consumption costs for Saskatchewan households. The table illustrates that the net rebate to households exceed \$500 by 2022, when the carbon levy reaches \$50/tonne of CO<sub>2</sub>e.

**Table 3.2.2 Average Fuel Levy Costs to Saskatchewan Households**

<b>Carbon Price Backstop Costs to Household</b>				
<b>\$/Year</b>				
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Family of Four	403	588	768	946
Net Rebates	206	315	421	513

Rebates to individuals and households represent 90% of the estimated revenues generated by the backstop's fuel levy. The remaining 10% will be recycled to the business and institutional sectors of the economy. This section explores what that support may look like.

### *3.3 Rebates to Business and Institutions*

According to Canada, it is estimated to return \$445 million in fuel charge revenues over the next five fiscal years to small and medium sized businesses, indigenous communities, not-for-profit organizations, and public institutions.

Table 3.3.1 shows the estimated annual and total support that these organizations will receive over the next five years.

**Table 3.3.1 Support for Saskatchewan's Institutions and Businesses**

<b>Support to Saskatchewan Non-Households (\$ Millions)</b>						
	<b>2019/20</b>	<b>2020/21</b>	<b>2021/2022</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Institutional* Support	15	25	30	40	40	150
Small & Medium Business Support	30	45	60	80	80	295
Total Support	45	70	90	120	120	445

*\*Institutional refers to municipalities, universities, schools, hospitals, indigenous communities and not-for-profit organizations.*

Details are unknown on how this support will be provided to these organizations. Canada indicates that the details for these will be develop in early 2019. This support could help the City of Saskatoon reduce its potential cost implications from the implementation of the backstop's fuel levy. The next of this paper explores what the potential costs to the City of Saskatoon might be under a business as usual scenario.

## [4] POTENTIAL IMPLICATIONS TO THE CITY OF SASKATOON

### 4.1 Background & Assumptions

The City of Saskatoon consumes gasoline and diesel fuel to operate its equipment and fleet. It also consumes natural gas to heat City-owned buildings. In order to estimate potential implications to the City of Saskatoon of the federal backstop, we obtained fuel usage data over a period of four years for gasoline, diesel fuel, and natural gas.

Subsequently, we took the four year average of the City's fuel consumption to establish a baseline estimate for 2018. We then forecast annual increases by using a weighted, three year rolling average of the percentage increase in fuel consumption for each fuel source. We assume a business as usual (BAU) approach to estimate future fuel consumption relative to baseline.

Finally, we apply the potential carbon price backstop annual price changes to the City's estimated fuel consumption to determine potential gross cost increases from years 2019 through 2022, on annual basis. The analysis uses gross costs simply because we cannot determine how much backstop generated revenue will be returned to the City by way of the federal plan. As the paper explained in the previous section, Canada will return an estimated \$15 million to the "MUSH" section in Saskatchewan, but those details need to be determined.

### 4.2 City of Saskatoon Fuel Consumption Estimates

Table 4.2.1 shows the estimated fuel consumption of the City using diesel, gasoline, and natural gas. The City's diesel fuel consumption is about five times higher than its gasoline consumption under a BAU scenario.

**Table 4.2.1: City of Saskatoon Estimates of Fuel Consumption**

<b>Fuel Type</b>	<b>2018e</b>	<b>2019f</b>	<b>2020f</b>	<b>2021f</b>	<b>2022f</b>
<b>Diesel (litres/year)</b>	6,250,264	6,325,267	6,401,170	6,477,984	6,555,720
<b>Gasoline (litres/year)</b>	1,737,562	1,727,136	1,716,774	1,706,473	1,696,234
<b>Natural Gas (m3/year)</b>	10,582,307	10,467,259	10,617,808	10,555,791	10,546,953

In terms of fuel consumption by fleet type, Saskatoon Transit is the City's largest consumer of diesel fuel. Table 4.2.2 shows that Saskatoon Transit consumes on average about 4.4 million litres of diesel fuel per year. By 2022, this is anticipated to reach 4.7 million litres under BAU.

**Table 4.2.2: City of Saskatoon Estimates of Diesel Fuel Consumption by Source**

<b>Fuel Type</b>	<b>2018e</b>	<b>2019f</b>	<b>2020f</b>	<b>2021f</b>	<b>2022f</b>
<b>Transit (litres/year)</b>	4,476,809	4,526,054	4,580,367	4,635,331	4,690,955
<b>City Fleet (litres/year)</b>	1,773,455	1,799,213	1,820,804	1,842,653	1,864,765
<b>Total (litres/year)</b>	6,250,264	6,325,267	6,401,170	6,477,984	6,555,720

### 4.3 City of Saskatoon Estimates of Gross Cost Implications from Backstop

Table 4.3.1 shows the estimated gross cost increases to the City of Saskatoon by fuel source.

Based on the preceding fuel consumption estimates and the potential increase in fuel prices from the backstop, total gross cost increases to the City are estimated to be \$2.1 million by 2022 (on annual basis) under a BAU scenario.

**Table 4.3.1: City of Saskatoon Estimate of Gross Cost Increases from Backstop**

Fuel Source	2019f	2020f	2021f	2022f
<b>Diesel</b>	\$339,667	\$515,294	\$695,088	\$879,122
<b>Gasoline</b>	\$76,339	\$113,822	\$150,852	\$187,434
<b>Natural Gas</b>	\$409,270	\$623,265	\$826,518	\$1,032,547
<b>Total</b>	\$825,276	\$1,252,382	\$1,672,458	\$2,099,103

Almost half of the City estimated gross cost increases are attributable to natural gas consumption. Chart 4.3.1 illustrates the share of potential cost increases by fuel source.

**Chart 4.3.1: City of Saskatoon Share of Estimated Backstop Cost Increases**

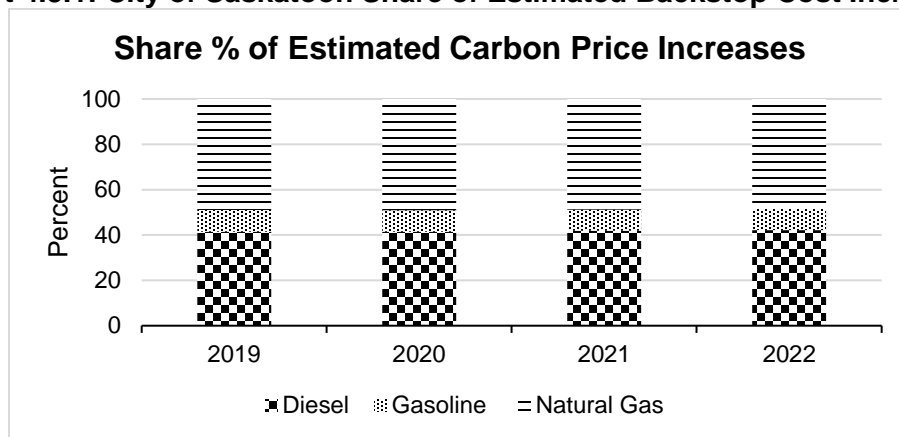


Table 4.3.2 shows the potential cost implications to Saskatoon Transit and the rest of the City fleet as a result of the backstop. As the chart shows, estimated cost increase for Saskatoon Transit under a BAU scenario are estimated to be about \$630,000.

**Table 4.3.2: City of Saskatoon Estimate of Gross Cost Increases from Backstop**

Fuel Source	2019f	2020f	2021f	2022f
<b>Transit</b>	\$243,049	\$368,720	\$497,371	\$629,057
<b>Fleet</b>	\$96,618	\$146,575	\$197,717	\$250,065
<b>Total</b>	\$339,667	\$515,294	\$695,088	\$879,122

November 6, 2018

SPC on Environment, Utilities & Corporate Services

Dear Committee Members:

**RE: Recommendations Report for a Low Emissions Community Plan**

The City of Saskatoon has and will continue to be impacted by the changing climate. Municipalities, including the City of Saskatoon, have an important role to play in reducing their contribution to global GHG emissions to reduce the effects of future climatic changes.

SEAC would like to commend Saskatoon's administration for all their work developing the Recommendations Report for a Low Emissions Community Plan (the Plan). A great deal of time and effort went into determining which actions the City should be taking to meet Corporate and Community Greenhouse Gas emissions reduction targets (GHG targets). This is a large body of work, and in order for the SEAC volunteers to craft a thoughtful response, we hired a consultant (Gorecki Climate and Energy Consulting (Gorecki)) to review the report and offer us an opinion. The contractor's report is attached. The key findings we would like to highlight along with SEAC's recommendations to Administration and Council are:

1. The Plan is quite comprehensive and includes many of the important changes that are being made, and need to be made in order to support achieving the set GHG targets. For example, Gorecki noted the current work on residential curbside organics and Pay-As-You-Throw, and the energy upgrades to City buildings. Mitigation opportunities that were missed or could be strengthened include (among others) a commercial food waste reduction plan and single occupancy vehicle disincentives. SEAC would like to see the City continue to incentivise waste reduction and consider further mechanisms to discourage single vehicle use where viable alternative options exist.
2. The current version of the Plan does not include the major Saskatoon policy and planning decisions (i.e. the Growth Plan) and the impact these will have on overall emissions. These plans should be included in future modelling to provide holistic linkage between the City's Environmental and Planning policies.
3. While much work remains on this Plan, Saskatoon can proceed with the important projects currently underway, and could undertake many of the actions shown in Appendix C (Quickest Payback and Lowest Investment per Tonne).
4. Numerous multi-faceted actions are required in order to move toward meeting the City's GHG reduction targets. Many actions are already underway to some capacity (e.g. active transportation, BRT, city-wide organics, retrofitting City buildings). SEAC, recommends that the GHG implications of such programs be considered as a paramount factor in council decisions. These City programs and

projects may have significant GHG reduction implications, and should proceed as expeditiously as possible.

5. The Plan notes that there are many areas where the City has limited or no control over the measures needed to meet Community targets. This highlights the need for Saskatoon to actively work with Provincial and Federal governments to ensure that they also are enacting policies, regulations, and incentives that reduce greenhouse gas emissions. In particular, these may include PACE funding for energy efficiency and renewable energy projects, improving the greenhouse gas intensity of SaskPower's electricity grid, and enacting a comprehensive community greenhouse gas mitigation program such as carbon pricing.
6. The measures listed in the Plan will require significant capital and operating dollars to enact. The City will need to assess the funding and decision-making mechanisms it has available. Please see SEAC's communication "Capital Decisions When Considering Environmental Issues" (Item 6.1.2) in regards to this matter.
7. This is an ambitious plan. Managing the public consultations process will be critical in getting a balanced view from residents and businesses. As well, senior administration needs to create a foundational culture that engages employees in changing habits, while simultaneously setting the example for other businesses and residents.
8. In order to meet Saskatoon's Greenhouse Gas emission targets, Council and Administration will need to make many difficult decisions. This will take substantive leadership, but it is worth noting that many Councillors were elected because you are visionaries for change. Council should not be discouraged that the Plan does not reach the set targets. Technology and behaviours will evolve and the best thing Council can do is act today and continue to set a vision for tomorrow.

In summary, SEAC strongly supports the work done to date, advises Council to continue to support this high priority work, and encourages Administration to consider the feedback provided by SEAC.

Sincerely,

Saskatoon Environmental Advisory Committee

# Review of Saskatoon's Recommendations Report for a Low Emissions Community

Report to Council – Nov 6<sup>th</sup>, 2018

## *Executive Summary*

Based on the Intergovernmental Panel on Climate Change's (IPCC) latest Special Report, in order to stabilize global warming at less than 2°C it would require unprecedented efforts to cut fossil-fuel use in half in less than 15 years and eliminate their use almost entirely in 30 years. Addressing this monumental challenge requires all levels of government to act - including municipalities.

By focusing on climate mitigation actions within their direct control or direct influence, a municipality avoids issues of jurisdictional responsibility, often has a more direct funding source, and ensures that those actions only within the municipal realm are addressed. A secondary focus, should see municipalities strategically leveraging their influence to maximize GHG reductions when there is an urgent need to act.

The climate actions in Saskatoon's City draft strategy Recommendations Report for a Low Emissions Community ("Recommendations Report") are expansive (i.e. 61 corporate actions, 26 community actions, and 181 policy & enabling initiatives) and address the vast majority of key municipal climate actions within Saskatoon's direct control or direct influence including:

- Expansion of landfill gas capture and use,
- Pay as you throw,
- Residential curbside organics pick-up,
- Comprehensive corporate building and infrastructure audit and retrofit plan,
- LED streetlights,
- Corporate building standard,
- Electric vehicle policy and infrastructure,
- High occupancy vehicle (HOV)/bus lanes,
- (Indirectly addresses) Strategic infill, densification, community services, and transit-oriented development,
- Parking policies,
- Active transportation, and
- Property Assessed Clean Energy (PACE).

The numerous actions that involve Saskatoon Light & Power (SL&P) leverages the fact that they have a municipal utility which gives the City greater influence over their community-based electricity.

Staff approach to date to creating the Recommendations Report follows best practice but should ensure modelling also takes into account new climate actions implemented since the inventory

(2014) including actions in relevant plans such as the Growth Plan. This will better quantify how close Saskatoon will come to meeting their GHG reduction target.

Other municipal climate actions that could be considered in the Recommendations Report include:

- Commercial food waste reduction plan involving a step by step approach to eventually either requiring a separate organics bin for commercial businesses or banning commercial food waste from the landfill,
- On-bill energy efficiency and renewable energy financing,
- Active transportation infrastructure,
- Promoting existing energy efficiency programs, and
- Single-occupancy vehicle financial disincentives (i.e. Road tolls).

Other suggestions that relate directly to the Recommendations Report content, include:

- Prioritizing climate mitigation actions using technology that has proven costs, energy savings and GHG reductions,
- Relevant climate mitigation actions should consider Saskatoon's specific context – specifically, air source heat pumps, even if cold climate, are not likely to result in GHG emission reductions given Saskatoon's cold climate and Saskatchewan's GHG intensity, and
- Many community climate actions prioritized in the Recommendations Report due to their cost effectiveness will require community-wide financial incentive programs. Accessing a long-term and directly applicable funding source, such as the electricity rate base through SL&P, would be essential to implement these programs.

The following recommendations are not based on the Recommendations Report content per say. They are focused recommendations in literature for successful GHG reduction plan implementation:

- A strong mandate and the ability to work horizontally and vertically within the organization is provided to staff responsible for actions contained in the plan. Buy-in and leadership from high-level staff and council is also key to enable success.
- Adequate funding must be provided for plan implementation.
- For SL&P to play a key role, inferred in many Recommendations Report actions, the utility must be given an energy efficiency/renewable energy mandate, aligned incentives, and access to adequate funding to implement such programs. An ideal funding solution would allow SL&P to use the rate base to fund energy efficiency programs (similar to SaskPower).

The province has a role to play in helping Saskatoon meet their GHG reduction target by:

- Enabling a Property Assessed Clean Energy (PACE) program through legislation,
- Providing SL&P with the mandate, the incentive, and access to rate-based funds to allow them to run effective clean energy and energy efficiency programs, and
- Providing climate mitigation program funding for municipalities.

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## Preamble

This report was written by Gorecki Climate & Energy Consulting for the Saskatoon Environmental Advisory Committee (SEAC) as a review of the City of Saskatoon's draft strategy Recommendations Report for a Low Emissions Community (Saskatoon's Climate Change Mitigation Business Plan) (henceforth referred to as "Recommendations Report").

## 1 Context

Scientific consensus finds it is extremely likely (95 per cent probability or higher) that human activities, particularly emissions of carbon dioxide, are causing a sustained and unequivocal rise in global temperatures humans (Stocker, 2013). The City of Saskatoon has and will continue to be impacted by this changing climate. Municipalities, including the City of Saskatoon, have an important role to play in reducing their contribution to global GHG emissions to reduce the effects of future climatic changes.

### 1.1 Need to Act

On June 26, 2017, City Council set GHG Emissions Targets for Saskatoon based on the 2014 inventory as follows:

1. 40% reduction in GHG emissions for the City as a corporation by 2023; and a reduction of 80% by 2050.
2. 15% reduction in broader community emissions by 2023 and a reduction of 80% by 2050.

The City GHG reduction targets were set based on global climate science, as opposed to being built from the bottom-up based on what is feasible for the municipality. The targets were based on the Intergovernmental Panel on Climate Change's (IPCC) recommendation at the time to reduce GHG emissions by 80% by 2050<sup>1</sup>. The IPCC recommends a long-term goal to keep the increase in global average temperature to well below 2 °C above pre-industrial levels (limit the increase to 1.5 °C) since this would substantially reduce the risks and effects of climate change.

The wide range of potential climate change impacts, include increased risk of flooding and drought, increased strain on water resources, more frequent and intense heatwaves, more frequent wildfires and intense storms. In addition, rising temperatures and changing precipitation patterns may increase the risk of certain illnesses and diseases, introduce new invasive species to the region, and result in changes to wildlife habitat. An increase of 2 °C above pre-industrial levels risks exceeding

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<sup>1</sup> Based on 2010 levels of GHG emissions.

natural tipping points such as thawing of large areas of permafrost that are expected to cause significant irreversible negative changes in our climate.

The IPCC's latest Special Report, "Global Warming of 1.5 °C", released in 2018, lays out various pathways to stabilize global warming at 2.7 degrees Fahrenheit (1.5 °C). These pathways require unprecedented efforts to cut fossil-fuel use in half in less than 15 years and eliminate their use almost entirely in 30 years.

The IPCC also reported that 1.5°C temperature increase could be reached in as little as 11 years—and almost certainly within 20 years without major cuts in greenhouse emissions. Even if such cuts were to begin immediately it would only delay, not prevent, 2.7 degrees Fahrenheit of global warming.

### 1.1 Costs of Inaction

Based on the National Round Table modelling, completed in 2012, the economic impact of climate change, with no mitigation efforts, on Canada could reach: \$5 billion per year in 2020 and between \$21 and \$43 billion per year in 2050 (National Round Table on the Environment and the Economy, 2011).

The impacts of climate change and extremes of weather and climate events have the potential to affect every aspect of life in Saskatoon, including municipal infrastructure and services, private property, the local economy, the natural environment, and the health, safety and well-being of Saskatoonians. Changes in Saskatoon's climate are already evident; mean annual temperature has increased by 2.3°C between 1976 and 2005 (Prairie Climate Centre, 2018).

### 1.2 Benefits of Taking Action

Municipal climate mitigation actions can benefit communities in multiple ways beyond mitigating the impacts of climate change such as:

- Improving the quality of life for residents (e.g. increased transit results in greater mobility for seniors and low-income residents);
- Saving communities money (e.g. more efficient municipal buildings reduce utility costs);
- Produce a cleaner, healthier community. (e.g. biking and walking improves overall health and air quality);
- Increase community resilience to energy prices (e.g. more efficient buildings shield the City, residents, and businesses from future energy cost increases);
- Building resilience to potential future regulations (e.g. supporting municipalities and citizens change their behaviour and technology to decrease costs from carbon pricing); and
- Fostering a strong sense of community pride (e.g. the community spirit generated by implementing a large innovative clean energy project).

### 1.3 Municipal Influence on GHGs

FCM estimates that municipal governments have direct or indirect control over approximately 44 per cent of Canada's GHG emissions (EnviroEconomics, 2009). With this level of influence, municipal action is important to effectively reduce Canada's GHG emissions.

A municipality's ability to influence GHG emissions from different technologies or behaviours largely depends on their jurisdictional responsibility, and access to funding. It is not simply that municipalities have a limited tax base, but often paying for climate actions should come from funding sources that are tied to those who benefit from the action. For some climate actions, it is important that other level of government act to achieve GHG reductions in a particular sector. This should be balanced with, a secondary focus of, municipalities strategically leveraging climate actions over which they have any influence to maximize GHG reductions as there is an urgent need to act.

Using buildings as an example, provincial government can use utility rates to pay for energy efficiency programs, has the clear legislative authority to improve the building code<sup>2</sup>, and to reduce the GHG intensity of the grid. These are key levers to reduce GHG emissions from buildings. Within direct control for municipalities are their own buildings and infrastructure. Municipalities also ensure adherence to the building code which also offers a unique point of contact to influence new buildings and renovations prior to their commencement. In sum, major community-wide emissions reductions require action from all levels of government.

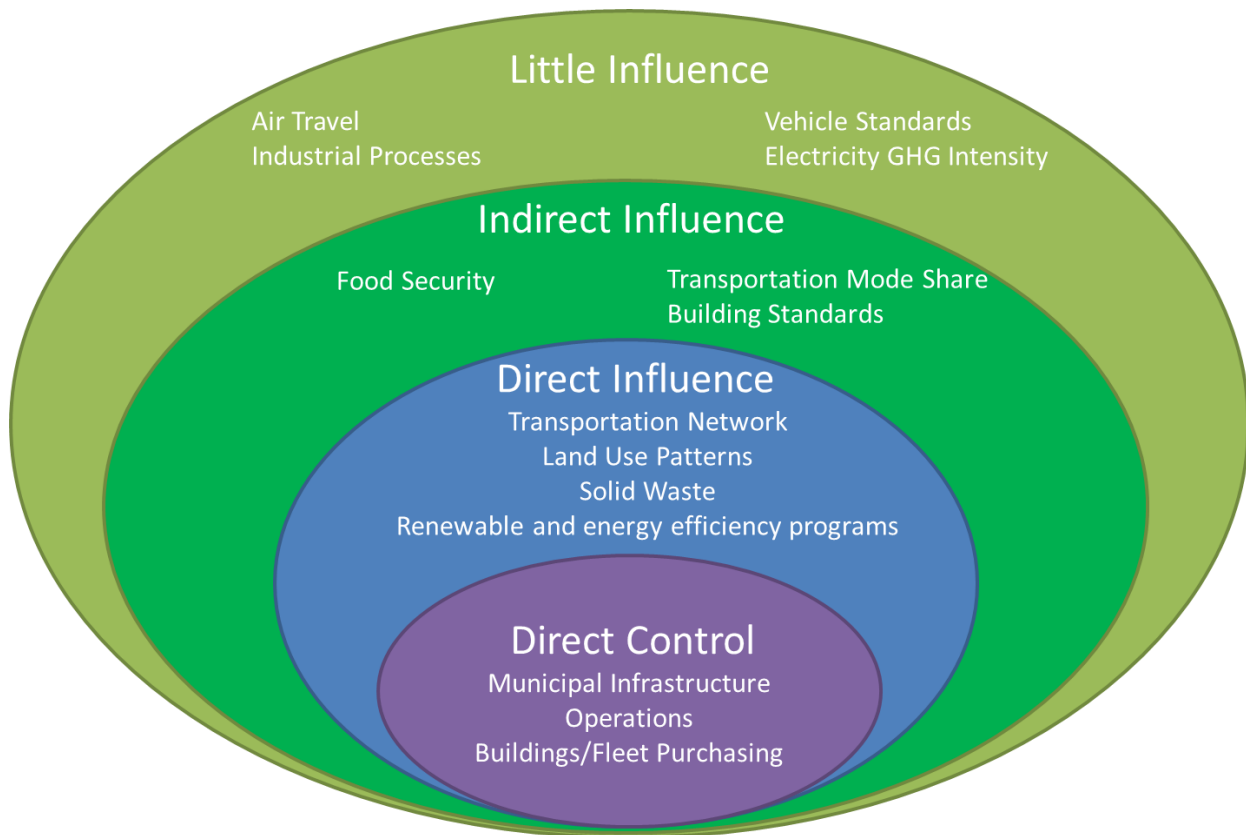
Municipal ease of influence can be divided into four categories (see Exhibit 1):

- Direct control - A municipality can take action independently without support and approval from other levels of government (e.g. municipal facilities);
- Direct Influence – A municipality directly influences the reduction of emissions through the implementation of a tool or action (for example, land use planning or transit);
- Indirect Influence – A municipality indirectly influences the implementation of a tool or action (e.g. transportation mode share); and
- Little Influence – A municipality completely relies on external forces to see the tool or action implemented in their community (e.g. the emission performance of local industrial activities).

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<sup>2</sup> Municipalities do not have jurisdiction to impose a requirement in some provinces in Canada. It is unclear whether they have this authority in Saskatchewan.

Exhibit 1 Levels of Municipal Influence on GHG Emissions, specific to the City of Saskatoon



Municipal climate actions in the “direct control” and “direct influence” categories are actions no other level of government has authority/mandate to implement. Municipalities provide public transit, manage landfills, and plan our transportation networks and land-uses. Consequently, it is essential their GHG reduction plans focus on these priorities as no other level of government will implement – henceforth known as “municipal-only actions”.

## 2 Plan Review

This section outlines insights from reviewing Saskatoon’s Recommendations Report for a Low Emissions Community and the associated appendices (A through H) that contain the numerous climate mitigation actions including corporate, community and policy and enabling initiatives. Section 2.1 (below) highlights important strengths of the Recommendations Report that should be maintained as the draft report evolves. Section outlines opportunities to improve the ability of the City of Saskatoon to effectively reduce GHG emissions in the long-run.

It should be acknowledged that the Recommendations Report is in its early stages – a long list of actions has been identified and many of them have had their costs and GHG impacts quantified. There are many steps remaining in the process prior to it becoming a GHG reduction plan including

(at minimum): more detailed modelling of actions identified and how close they will bring the City to their GHG reduction target, determination of which actions are to be included in the plan, identification of who is responsible and a timeline associated with each action, as well as a monitoring plan.

## 2.1 Report Strengths

Saskatoon's Recommendations Report for a Low Emissions Community has multiple strengths that will help put the City on a deep emissions reduction trajectory. This section of the report highlights some of the key strengths of the Recommendations Report based on the consultant's experience and SEAC's input.

### 2.1.1 Plan Development Approach

The City of Saskatoon's approach to developing the GHG reduction plan through internal staff will help ensure better internal buy-in, knowledge, and implementation of the plan. As a first cut, key parameters are considered such as: staff, capital and operational costs, and total lifetime emission reductions. The focus on cost effectiveness (i.e. \$/tCO<sub>2</sub>e) is essential to be able to prioritize climate actions according to their impact per dollar spent.

Subsequently, consultants are being engaged to conduct modelling to better triangulate whether Saskatoon will meet their community target. This is a good use of resources to bring in more technical external expertise. This next step for Saskatoon's Recommendations Report for a Low Emissions Community is important, as the rank order of \$/tonne or total emissions reductions may change dramatically with additional modelling.

Additional modelling should also consider key climate mitigation actions included in other plans such as the Growth Strategy, and the Active Transportation Plan. Climate mitigation actions in the Growth Strategy (e.g. high density/infill development near transit corridors or mixed-use development), if modelled and implemented correctly, are likely to produce significant GHG emission reductions from a business-as-usual trajectory.

It is also important to model these climate actions identified in other plans (anything post-2014 or post-inventory) to understand how they will contribute towards meeting the City's GHG reduction targets. This will provide staff and council a better understanding on how close their existing plans and the actions identified in Saskatoon's Recommendations Report for a Low Emissions Community will get them to their GHG target.

Provincial and federal policies (e.g. SaskPower’s commitment to double renewable energy by 2030) should also be modelled acknowledging that commitments from multiple levels of government are required to meet ambitious GHG reduction targets.

### 2.1.2 Expansive and Extensive Actions

The actions identified in the Recommendations Report are obviously the product of expansive and extensive research due to the number and detailed nature of the actions (i.e. 61 corporate actions, 26 community actions, and 181 policy & enabling initiatives).

### 2.1.3 Leverages Saskatoon Light & Power

It is uncommon for a municipality to have an electricity utility - such as with the case with the City of Saskatoon and Saskatoon Light & Power (SL&P). This is an important relationship when considering GHG reduction actions for the City of Saskatoon residential, commercial and industrial buildings constitute 56% of the community GHG inventory. Having a municipal utility gives the City greater influence over their community-based electricity, and potentially access to funds (see Section 4 for further discussion) to pursue electricity-related action items.

Many of the actions listed in the Recommendations Report leverage the fact that Saskatoon has a municipal electricity utility. The actions related to community-based electricity energy efficiency, distributed generation, energy storage and demand response will all require participation from Saskatoon Light & Power (SL&P). Lessons learned could be taken from other municipal utilities such as Medicine Hat, or Nelson. Both of these utilities have been given a mandate from the City to implement their own energy efficiency programs that compliment customer access to existing programs with larger utilities (e.g. HAT Smart Rebates and EcoSave program).

### 2.1.4 Key Municipal Climate Actions

A survey of over 50 municipalities found some GHG reduction actions were being successfully implemented and others had less likely of a chance of being implemented. The majority of communities are successfully implementing planning and policy measures (e.g. land use policies such as an infill strategy, complete streets policies, design standards) as well as solid waste diversion and landfill gas projects. All of these project types are included in the Recommendations Report. Those actions less likely to be implemented include the use of local financial incentives, renewable energy, district energy, and combined heat and power projects (Community Energy Association, Quality Urban Energy Systems of Tomorrow (QUEST), 2015).

The Recommendations Report addresses important climate actions over which the City has “direct control” or “direct influence”. These key actions either lie directly in municipal purview and/or generate medium to high GHG reductions. The following subsections outline some of these key

actions that are indeed included in the Recommendations Report and should remain in the report due to their strengths.

#### **2.1.4.1 Waste**

- Expansion of landfill gas capture and use – These projects tend to be low cost with high GHG reduction benefits and lie solely within municipal government responsibility. They can also prepare the City for future regulation as some provinces/states now require these systems for climate mitigation purposes.
- Pay as you throw – Requiring consumers to pay per size of unit of garbage receptacle sends the message that landfills are not infinite and effectively reduces residential waste disposed – studies show increased waste diversion between 8 and 38 percent (Kelleher, 2005). In 2005, over 200 communities in Canada and over 6,000 in the United States finance their waste disposal through variable fees charged directly to the households (Kelleher, 2005).
- Residential curbside organics pick-up – While not in the action items listed in the Recommendations Report, residential curbside organics pick-up has recently been approved by Council. It can be one of the most effective ways to reduce waste related GHG emissions. It should be included Recommendations Report as an action item already approved between the 2014 (the inventory date) and 2018. The value of including mitigation actions approved between the inventory and present is council and staff will have a better understanding of how close with City will come to meeting their GHG targets.

#### **2.1.4.2 Buildings and Streetlights**

Reducing energy consumption in City-owned buildings and other infrastructure allows dollars to be liberated from operational budgets and directed towards other climate mitigation actions (once the capital investments have been paid off). These initiatives can result in good sized corporate GHG emission reductions and have been thoroughly addressed in the climate action plan via:

- Comprehensive corporate building and infrastructure audit and retrofit plan,
- LED streetlights, and
- Corporate building standard.

#### **2.1.4.3 Electric Vehicle Policy and Infrastructure**

As an action, the City is proposing to install electric vehicle charging stations at key public services buildings. As electric vehicles gain market share and the GHG intensity of electricity declines overtime, municipal contribution to EV infrastructure is becoming more important. Installation of EV charging stations could be undertaken by any level of government but at minimum makes sense to offer these charging stations at municipal facilities especially when the City plans to charge for

electricity at these stations to ensure they will pay for themselves in a fairly short period of time (assuming a certain uptake for electric vehicles is achieved).

Bylaws to require EV charging stations in new multi-family dwellings will ensure EV choice is more available to all residents. The Recommendations Report suggests that new developments be EV charger ready and proposes not to actually require developers to install charging stations at this point in time. This policy could be strengthened to require that developers include a certain ratio of level two charging stations in all new City developments.

#### ***2.1.4.4 Traffic Management Policies***

Traffic and roadway management strategies are also included in the Recommendations Report. High-occupancy vehicles (HOV)/bus lanes can provide strong incentive to carpool or use transit during congestion periods. They can also effectively penalize single-occupancy vehicles in increasing their commuting time by reducing the amount of roadway available to them. This is another key “municipal-only” action.

#### ***2.1.4.5 Land-use Policies***

Identifying how the Growth Plan affects Saskatoon’s GHG trajectory may be essential in keeping strategic infill, densification, community services, and transit-oriented development top of mind for development.

It is essential for timely implementation of these actions as it is difficult to change urban form after it is in place and it is under direct influence from the municipality. Saskatoon has one of the lowest population densities of all large Canadian cities (based on 2011 census data at 50 people per square kilometer). If Saskatoon wishes to meet their long-term GHG reduction target, densification is an important strategy particularly in neighbourhoods with good access to services and/or access to efficient and frequent public transit.

#### ***2.1.4.6 Parking Policies***

Policies to increase the cost of parking or limit parking availability can be important drivers to make single occupancy car use less comfortable (e.g. may have to walk a far distance to access destination), more costly (as compared to public transit or active transportation), and the revenue generated can be used to help fund expanded transit. The Recommendations Report includes an action item that proposes to, “develop parking policies that reduce private vehicle use (i.e. ensure new and existing parking spaces are used efficiently; higher parking rates for private vehicle use; reduced parking fees for green vehicles, carpoolers, and car-shares)”. It is laudable that this action is

included but it could be strengthened by committing to higher parking fees in key areas to promote public transit use and active transportation. This commitment is recommended as this is often an element that is dropped as it is seen as politically contentious.

#### ***2.1.4.7 Active Transportation***

Focusing on encouraging modal change towards increase walking, biking and other active strategies is an important element in transportation demand management and can also, ultimately, increase public transit use. Educational elements related to active transportation have been included as action options in Saskatoon's Recommendations Report for a Low Emissions Community.

#### ***2.1.4.8 Property Assessed Clean Energy (PACE)***

It is a strength of the plan to include Property Assessed Clean Energy (PACE) as an action item - recognizing the potential for GHG emission reductions by enabling projects that mere financial incentives could not. See section 6 for more discussion on the need for provincial government legislative change and support to enable PACE in Saskatchewan.

### ***Property Assessed Clean Energy***

PACE is a unique financing opportunity for energy efficiency and renewable energy upgrades made to properties. The defining feature of PACE is repayment of the financing as an assessment, or supplemental charge, on the property's regular tax bill. The loan therefore remains with the property even through a sale. This is similar to Local Improvement Taxes that have been used for decades for upgrades such as sidewalks and sewers, but in this case the repayment is based on an upgrade to a single property. Because PACE is typically in the senior lien position, the loan is seen to be quite secure and therefore lower interest rates can be offered.

The reason PACE financing was created in the first place was to overcome a classic barrier to energy efficiency – uncertainty whether a property owner will own a property long enough to recoup their costs through energy savings. Because the loan is tied to the property, the term may be extended over twenty years or more. Longer terms lessens monthly payment costs allowing more projects to be cash flow positive enabling comprehensive retrofits with significant energy savings.

Financing approvals are simplified as underwriting is centered on the property and well known cost effective upgrades, therefore no corporate financials, personal guarantees, equity investments or other onerous conditions are required.

PACE does not affect the borrowing capacity of the property owner. As property tax payments and obligations are not capitalized, they do not result in additional debt. There are no negative effects on the property owner's cash flow or earnings and borrowing capacity can be used for core business investments.

Because PACE is included on the property tax assessments, municipalities have an administrative role to play. Additional costs can be covered through an interest adder on the loan. Municipalities usually have to adopt a bylaw to enable PACE within their jurisdiction.

## **2.2 Opportunities for Improvement**

The following section outlines potential areas for improvement in Saskatoon's Recommendations Report.

### **2.2.1 Additional Reduction Actions for Consideration**

While the Saskatoon's Recommendations Report for a Low Emissions Community is extremely comprehensive, we found some areas where GHG reduction actions could be added or enhanced to contribute to further GHG reductions and move the City closer to meeting their GHG reduction targets.

#### **2.2.1.1 Commercial Food Waste Reduction Plan**

Other Canadian communities have or are planning a stepwise approach to diverting commercial food waste from the landfill. An optimal approach begins with voluntary, progresses to financial incentives, and finally to a mandatory requirement to remove food waste from the landfill. The progressive approach begins with education in the first step, subsequently a financial incentive (or a greater financial incentive) will be introduced by lowering the tippage fees for organics from commercial sites and raising garbage tippage fees. Finally, the municipality either mandates a separate organics bin for commercial businesses or mandates that organics be separated from the garbage stream. This bylaw has been enforced by very high tippage rates (double) for anyone who delivers waste to the landfill that contains organics. The regional district of Nanaimo achieved a 33-48% commercial organics diversion rate through the above approach (Government of British Columbia, n.d.).

#### **2.2.1.2 On-bill financing**

If legislative hurdles and/or lack of political desire are hampering the availability of PACE, another option is evaluate the possibility for on-bill financing – where a utility offers a loan for energy efficiency or renewable energy projects to residents or businesses which is repaid through their a line item on their utility bill. A review comparing PACE and on bill financing should consider the timing of each option given the existing legislative context in Saskatchewan.

#### **2.2.1.3 Active Transportation Infrastructure**

Reviewing the Active Transportation Plan was out of scope for this contract. Perhaps active transportation infrastructure investments have been adequately addressed through Saskatoon's Active Transportation Strategy, but infrastructure enhancements can be important to ensure conductivity key active transportation routes to incent behaviour. Active transportation infrastructure projects, planned or desired, should also be considered in the GHG modelling and prioritization process.

#### **2.2.1.4 Promoting Existing Energy Efficiency Programs**

An inexpensive supportive measure that can achieve decent reductions is to market existing energy efficiency and clean energy programs - if they already exist in the province. This increased targeted marketing can increase program uptake in Saskatoon and thereby increase GHG emissions reductions without offering a full scale energy efficiency program.

#### *2.2.1.5 Single-Occupancy Vehicle Disincentives*

Saskatoon's bridges could allow for effective road tolls as a transportation demand strategy - if there is political appetite. Road tolls are a successful tool for reducing congestion and GHG emissions, and enhancing public transit. London's downtown road toll has been held up as a success story due to the following impacts:

- 38 percent increase in bus passengers and 23 percent more public transit provided due to more space on the roads and more funding generating by the toll,
- 30 percent reduction in congestion and volume of traffic reduced by 15 percent, and
- 19 percent reduction in CO<sub>2</sub>e emissions (European Commission, n.d.).

The charge raises £122 million (~\$205 million CDN) annually which is then spent on improving transport, including providing more buses, improving road safety and implementing energy efficiency in transport.

#### *2.2.1.6 Water Leak Detection*

While saving water generally doesn't translate to large GHG emission reductions, there are multiple action items that relate to water conservation. City staff should consider that a major lesson learned in the Columbia Basin, through their Water Smart program - water loss through system leakage constitutes the single largest community water demand up to 30 to 40 percent in most Basin communities (Columbia Basin Trust, 2016). Leak detection and repair in the distribution system may be the most effective water demand side strategy.

### *2.2.2 Methodology*

#### *2.2.2.1 Prioritize and aggregate*

Based on a survey of existing greenhouse gas reduction plans, those plans most likely to be implemented have approximately between 15 and 50 actions were SMART (Specific, Measurable, Attainable, Relevant, and Time-bound), assigned accountability, and estimated resources and financial considerations such as cost or benefits (Community Energy Association, Quality Urban Energy Systems of Tomorrow (QUEST), 2015).

As the City of Saskatoon action options going into the strategy are expansive and extensive, prioritization and aggregation of the action items will be essential to ensure successful plan implementation. Some small detailed actions with low cost and low GHG reductions may be best aggregated into higher level actions. The current number of action options (~250) will need to be consolidated and/or prioritized in order to develop a realistic and feasible plan.

### 2.2.2.2 *Model Multiple Scenarios*

Note: It was out of the scope of this contract to review about the proposed Bus Rapid Transit and associated Transit plans.

Beyond enhanced marketing of the ecopass, only one action item addressed transit; the action item in question listed “continue to create improvements to transit - including through conventional buses, bus rapid transit (BRT), and light rail” and had only 1000 tonnes of GHG emissions associated with the action.

The next steps in modelling, should reconsider their transit emission reduction estimates given their initial estimates for GHG emission reductions are quite low as well as model multiple scenarios with different assumption parameters. It is assumed that their current transit action, and associated GHG reduction estimate, considered BRT and light rail. It is recommended that multiple transit scenarios should consider varying ridership enhanced marketing, faster transit times (e.g. due to HOV lanes) and more frequent service, resulting in higher ridership, increased GHG reductions, and potentially better cost effectiveness. Staff may also want to consider elevating GHG reduction actions that meet other objectives, like increased mobility and equity, as is the case with public transit.

If possible, modelling should also consider innovations in right-sizing transit vehicles which would reduce the GHG impacts of less popular routes but allow the City to continue to offer the same level of service.

## 2.3 Other Considerations

Beyond additional GHG reduction actions and some methodology suggestions, there a couple of high-level improvements to help increase the odds of implementation.

### 2.3.1 *Prioritize Tested Technology*

Some of the high-ranking community actions in the Recommendations Report (when considering “lowest investment per tonne of emissions reduced”) revolve around the installation of “early technology (i.e. in the “innovators” stage of the innovation adoption lifecycle). Examples of early technology in the Recommendations Report include: distributed energy storage systems, microgrid projects, utility-scale energy storage, and smart grid. The early technologies tend to have greater uncertain for costs, energy savings, and/or energy generation. These action items should be flagged and potentially prioritized after projects with more certain costs and technologies.

### 2.3.2 Make Actions Saskatoon-Specific

Technology should also be screened to consider Saskatoon's climate and other unique characteristics. As many actions were taken from best practices across the country, air source heat pumps were identified as an action item. Even with recent innovations, air source heat pumps do not operate efficiently past -25°C. Also given Saskatchewan's electricity grid intensity, they must roughly surpass coefficient of performance of 4.5 to 5.2, on average, in order to have the same level of GHG emissions as the most efficient natural gas furnace on the market<sup>3</sup>. That level of performance is not currently available.

### 2.3.3 Reduce High Reliance on Financial Incentives

Numerous community initiatives, highlighted as "lowest investment per tonne of emissions reduced", would either require the City of Saskatoon to fund a financial incentive program for technology and behavioural change. There is precedence for some municipalities to choose to provide top-up incentives to existing utility programs, but, unless run through a municipal utility (and funded through the rate base), programs are often short-lived and insufficiently funded. These characteristics run counter to what is required for effective long-term technological and behavioural change programs. Note some of the programs identified relate to natural gas use therefore cannot be run through SL&P.

## 3 Planning for Implementation

Sections 3,4, and 5— Planning for Success, Funding and Provincial Government Dialogue – do not address specific content in the Recommendations Report. Rather it is advice, that if realized, increase the chances of successful implementation of climate mitigation actions.

Plans that are successfully implemented provide a strong mandate to staff responsible for actions contained in the plan, and ensure buy-in and leadership from high-level staff and council. To undertake deep cuts in GHG emissions, the plan's development and implementation must span City departments, as there is no small group inside city hall that has the intellectual, political and financial

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<sup>3</sup> These are based on calculations undertaken by Gorecki Climate & Energy Consulting and are based on GHG intensity of natural gas combined cycle electricity (assumed to be Saskatchewan's marginal electricity source), GHG intensity of Saskatchewan's electricity grid average, and consumption average taken from Environment Canada's National inventory report: greenhouse gas sources and sinks in Canada.

capital to take on the whole task. Strong municipal climate mitigation programs have a central coordinating bureau, a strong mandate, and the authority to work horizontally across departments.

## 4 Funding

Adequate funding must be provided for plan implementation. While some minor components of the plan may be contingent on securing outside or grant funding, there needs to be a resourcing plan associated with a GHG reduction plan that is going to be successfully implemented. In a survey of 50 GHG reduction plans, funding was deemed to be one of the top determinants of success (Community Energy Association, Quality Urban Energy Systems of Tomorrow (QUEST), 2015).

Prior to detailed modelling, many of the community actions ranked highest when considering “lowest investment per tonne of emissions reduced” would logically (based on precedent in other communities) be run as community-wide programs through SL&P. This would prove difficult unless SL&P is provided with the mandate, aligned incentives, and access to adequate funding to implement such programs. An ideal funding solution would have the provincial government empower SL&P with the mandate to run energy efficiency programs and the legislative authority<sup>4</sup> to fund energy efficiency programs by treating them as expenses and including them in a future rate case. Even with this solution, SL&P may have a disincentive to run programs that may reduce electricity consumption unless rate design decouples revenue from energy throughput.

Financing for corporate energy efficiency retrofit, and even new building projects, could continue to be covered by engaging an Energy Service Company (ESCOs) thereby enabling other capital projects. After the cost of financing is covered, many communities set aside the operational dollars saved through these projects in a climate mitigation fund, which can be used to fund other actions within Saskatoon’s Recommendations Report for a Low Emissions Community.

## 5 Provincial Government Dialogue

Many municipal GHG reduction actions are dependent on provincial programs and policies. As such, ongoing dialogue and support from the province is critical in municipal GHG reduction targets. Council can play an important role in engaging the Saskatchewan provincial government in dialogue to enable Saskatoon’s Recommendations Report for a Low Emissions Community through the following:

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<sup>4</sup> Perhaps this is in place now it is outside the scope of this contract to review existing Saskatchewan law as it relates to SL&P.

- Encouraging them to enable PACE, at minimum through legislation, ideally with a central coordination program administrator and seed investment funding. PACE can act as a means to empower municipalities to support clean energy in their jurisdictions. The message needs to be clear that without provincial government legislative change, the program is not possible.
- Provide SL&P with the mandate, the incentive, and access to rate-based funds to allow them to run effective clean energy and energy efficiency programs to compliment SaskPower's programs to which their customers already have access to.
- Express the need for municipal climate mitigation program funding. An ideal means to fund these projects in a constrained fiscal environment, is through carbon pricing dollars collected and redistributed through a climate mitigation program and technology fund.

## 6 Conclusions

The first draft of the work towards a GHG reduction plan is complete. More work must be done including:

- additional modelling,
- action item refinement,
- allocation of responsibility and timeframe for each action,
- outline a monitoring plan especially towards achievement of the GHG reduction targets, and
- resource allocation.

It is laudable to commit to an ambitious GHG reduction targets, but council must also be willing to commit to sufficient funding, implement appropriately ambitious policies, and empower high-ranking city staff to deliver on climate actions. Too often municipalities commit to ambitious GHG reduction targets but do not undertake adequate planning, staff enablement and resource allocation.

Ongoing dialogue and engagement with provincial officials is critical to meet GHG reduction targets, particularly community-based targets. This includes PACE programs, distributed generation and efficiency programs, and climate mitigation funding.

Finally, the City should not get distracted with small projects, pilots, or technologies with highly uncertain costs when the big emission reduction opportunities have not been achieved.

## 7 References

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- Stocker, T. D.-K. (2013). *Summary for Policymakers in: Climate Change 2013: The Physical Science Basis. Contribution of Working Group I to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change*. Cambridge, UK & New York, USA: Cambridge University Press.

## Slaney, Marlee (Clerks)

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**From:** City Council  
**Sent:** Tuesday, November 06, 2018 7:52 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Array  
Submitted by anonymous user: 71.17.242.190  
Submitted values are:

Date: Tuesday, November 06, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Peter  
Last Name: Prebble  
Email: [REDACTED]  
Address: [REDACTED]  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: [REDACTED]  
Name of the organization or agency you are representing (if applicable):  
Subject: Greenhouse Gas Emission Reduction - Agenda Item 7.2.1  
Meeting (if known): Nov 6th Standing Committee on the Environment, Utilities and Corporate Services  
Comments:  
To: Mayor Charlie Clark and City Council Members on the Standing Committee on Environment, Utilities and Corporate Services

Your Worship and Members of Council,

I would like to request the opportunity to comment on agenda item 7.2.1 – Recommendations Report for a Low Emissions Community (Saskatoon's Climate Change Mitigation Business Plan) Award of RFP.

The recommendation before you is to accept the proposal submitted by Sustainability Solutions Group for mapping and modelling work for the Climate Change Mitigation Business Plan. I very much support this work being done, and I support the recommendation to allocate \$100,000 for this purpose.

My concern is not with the recommendation to award the contract, but rather with some of its details. I am also worried that insufficient financial resources are being allocated to climate change reduction work across City departments in the coming year. The City's official target date for a 15% reduction in community-wide emissions is, after all, just 5 years away, and an enormous amount of work needs to be accomplished during that time frame.

I would like to turn for a moment to the City administration's wording in the item before you and seek clarification. If you could refer to the subsection 'Report Highlights' - which summarizes the essence of the \$100,000 report being commissioned, you'll see the following 2 sentences: "Based on what has been identified as an opportunity today, community emissions may be reduced by 6% by 2023. This is short of the target reduction of 15% by 2023; however, further modelling work may reveal additional emissions reduction potential."

That wording and the graph in Appendix A has left me concerned that the bulk of the mapping and modelling work Sustainability Solutions Group is being asked to do will primarily – although not exclusively - focus on strategies that are expected to lead to only a 6% reduction in community-wide GHG emissions by 2023. If that is the case, then I worry that the 15% target for community-wide emissions reduction is being compromised and not being taken seriously enough within many City Hall departments. I hope the Standing Committee will, while approving the \$100,000 contract, ask that City administration refocus its efforts on achieving the full 15% cut in community-wide emissions.

City Council might want to adjust the 2023 target date by a year – to 2024 – to give itself an extra year to achieve its goal – since the planning process seems to be taking longer than I had originally expected, but I

hope nothing will be done to compromise the end goal of a 15% reduction in community-wide emissions within 5-6 years.

Furthermore, I would also like to encourage City Council to set an official 2030 greenhouse gas reduction target for community-wide emissions and make that target align with Canada's national emission reduction pledge under the Paris Climate Agreement. As you know, that pledge would translate into at least a 30% reduction in greenhouse gas emissions at the local level 12 years from now.

The scientific evidence overwhelmingly supports ambitious greenhouse gas reduction targets and the allocation of substantial resources to achieve them. The warnings from the United Nations and from climate scientists are ones of extreme urgency. I would like to see more of that urgency making its way into City of Saskatoon policy documents.

I bring to your attention two recent warnings – one from the prestigious medical journal the Lancet, which recently reported a 46% increase in the frequency of extreme weather events worldwide between the years 2000 and 2016, an alarming trend, that without serious action on emission reduction can be expected to continue rising quickly. The second warning is from last month's Intergovernmental Panel on Climate Change (IPCC) report to the United Nations. The IPCC spells out very clearly the tragic consequences of allowing global average temperature to increase more than 1.5 degrees Celsius. (It has already risen by at least 1 degree Celsius.) IPCC says for example that holding the increase in global average temperature to 1.5°C as opposed to 2°C “could reduce the number of people exposed to climate-related risks and susceptible to poverty by up to several hundred million by 2050.” It could also “reduce the proportion of the world population exposed to a

climate-change induced increase in water stress by up to 50%....” On the ecological front, it's the difference between preserving some of the world's coral reefs, or having them all destroyed by virtue of ocean warming.

IPCC advises national governments across the globe to target a 45% reduction in greenhouse gas emissions by 2030 if they wish to avoid the highly undesirable consequences for humanity and the natural world that would come with exceeding a 1.5°C global average temperature increase.

I mention this, because by these standards, the City of Saskatoon's official goal for community-wide emissions reduction is modest indeed. It should not in any way be further weakened or compromised. The focus needs to be on full implementation.

I urge your Standing Committee to clearly signal to all civic departments that GHG emission reduction is to become a top priority for resource allocation in future budget years.

Moreover, as part of preparing to meet the 15% target for reducing community-wide GHG emissions over the next 5-6 years, I urge your Standing Committee to request that high priority be given over the next few months to the preparation of city bylaws aimed at greenhouse gas emission reduction in our community. I hope these could be deliberated on and adopted by Council in 2019. For instance, I would strongly recommend modifications to the City's building code to make Energy Star the basis for all new home construction in Saskatoon. I'm also anxious to see code changes to ensure that all newly constructed rooftops in our city have the load-bearing capacity to handle the extra weight of solar panels (an extra three pounds per square foot) and that all new rooftops are wired so that they can readily accommodate solar installations. I'm pleased to see the Solar Opportunities report coming before Council, and I hope Council will actively consider policies aimed at a rapid

large scale roll-out of solar power in our city.

Thank you for the opportunity to share my concerns.

Sincerely,  
Peter Prebble

Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/265522>

## Bryant, Shellie (Clerks)

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**From:** Paul Buitenhuis <[pbuitenhuis@arbutusproperties.com](mailto:pbuitenhuis@arbutusproperties.com)>  
**Sent:** November 14, 2018 7:03 PM  
**To:** Bryant, Shellie (Clerks)  
**Subject:** Request to Speak to Council Nov 19-18  
**Attachments:** PB letter to council re EUCS recommendation on GHG business plan Nov 14-18.pdf

Ms. Bryant,

please find attached a letter we have drafted with respect to an item on the Agenda for the upcoming regularly scheduled Council meeting on November 19<sup>th</sup>. We'd like to make a brief presentation to item 9.3 Standing Policy Committee on Environment, Utilities And Corporate Services; 9.3.1 Recommendations Report for a Low Emissions Community (Saskatoon's Climate Change Mitigation Business Plan) – Award of RFP [CK. 375-4 x 375-5]

I've attached a letter that I will speak to. Please let me know if you have any questions. Cheers,  
Paul

**Paul Buitenhuis** | Arbutus Properties | 110 – 1529 West 6<sup>th</sup> Avenue, Vancouver, BC V6J 1R1  
Main: 604.742.1211 | Cell: 604.219.7472 | Fax: 1.888.735.2496  
Email: [pbuitenhuis@arbutusproperties.com](mailto:pbuitenhuis@arbutusproperties.com) | Website: [www.meadowsliving.ca](http://www.meadowsliving.ca)



November 14, 2018

Dear City Clerk,

I'd like to have the opportunity to speak briefly at the November 19<sup>th</sup> Council meeting. As I understand it, Council will be consider recommendations related to Item 7.2.1 from the November 6<sup>th</sup> Environment, Utilities and Corporate Services Standing Policy Committee (Saskatoon's Climate Change Mitigation Plan).

While we at Arbutus Properties truly applaud the City's goal of reducing the communities' GHG production by 15% by 2023 and the work that has been done thus far by City staff and the Committee. We also sense the frustration at the speed in which the reduction of GHG's is occurring.

While it seems the City has a workable strategy under development for what it can do to mitigate its own corporate emissions, the City also has the opportunity to promote/elevate activities and projects that will assist in the overall communities' reduction of GHG's. Community GHG reduction is a more daunting challenge and while small, incremental changes are important and needed, it seems to us that to be effective at the community level, some big moves will be required. I believe your Auditors have reached a similar conclusion in order to achieve the 80% reduction level by 2050.

Arbutus believes we have one of these 'big moves' that will help in achieving our collective goals as a community. As you know, Arbutus, working with the Franko family, have made a submission to the City of Saskatoon for what will be Canada's largest Sustainable Neighborhood; Solair. One of the key aspects of our Solair Neighbourhood concept plan is that the entire community's energy needs will be meet with renewable solar energy. A community solar photovoltaic energy system for this 2,500 home community has an enormous GHG mitigation impact over a 25 year period, reducing GHG emissions by 435,000 tonnes. This development alone could account for nearly 15% of the community reduction goal prior to 2050.

The City has already invested many hours and dollars to create a strong foundation for sustainability and environmental stewardship developing programs including the Climate Change Mitigation Business Plan, the Green Infrastructure Strategy, Low Impact Development Guidelines, and a growing number of Community Environmental Programs. The City also has an opportunity to enroll the support of the private sector to assist on the overall reduction of GHG's in Saskatoon.

What Arbutus has learned in the 3 years of researching and planning a Green Neighborhood is that collaboration between major players is crucial; change can only occur if municipal

government, other levels of government and the private sector work together. The City has an opportunity to incent the developers who commit to building sustainable neighborhoods and buildings. These incentives will drive further reductions of GHG's for the City. These incentives could take a variety of forms related to development guidelines, infrastructure designs and zoning, and importantly in supporting and fast tracking of Green projects through the development approval process.

In closing, we at Arbutus Properties thank the City of Saskatoon for taking leadership on GHG reductions and are offering through Solair a major opportunity towards achieving your 80 by 50 goal.

Thank you

Paul Buitenhuis

## Bryant, Shellie (Clerks)

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**From:** City Council  
**Sent:** November 16, 2018 9:45 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Friday, November 16, 2018 - 09:44  
Submitted by anonymous user: 69.11.47.85  
Submitted values are:

Date: Friday, November 16, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Angie  
Last Name: Bugg  
Email: [REDACTED]  
Address: [REDACTED] Albert Ave  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7N [REDACTED]  
Name of the organization or agency you are representing (if applicable): Saskatoon Environmental Advisory Committee  
Subject: Waste Management Levels of Service, and Low Emissions Community  
Meeting (if known): Council Nov 19  
Comments:  
SEAC would like to speak at the Council meeting on the two topics listed. We can get up to speak on each topic, or could make all our points while speaking once.

SEAC has three points to make to Council on items in the Nov 19 agenda: (6.1.1 Waste Management Levels of Service, and 9.3.1 Recommendations Report for a Low Emissions Community).

1. As you know, SEAC strongly supports PAYT as an incentive for people to recycle and compost more.
2. Attached to the Low Emissions Community report, is a letter from SEAC, and a report from a consultant we hired, providing comment on Administrations work.
  - a. SEAC supports continued work on this plan.
  - b. While much work remains on the Plan, Saskatoon can proceed with the important projects currently underway, and could undertake many of the actions shown in Appendix C (Quickest Payback and Lowest Investment per Tonne).
  - c. SEAC, recommends that the GHG implications of BRT, AAA cycling network, retrofitting city buildings, and other actions that are under consideration be considered as a paramount factor in council decisions.
  - d. Because there are many areas where the City has limited or no control, Saskatoon needs to actively work with Provincial and Federal governments to ensure that they also are enacting policies, regulations, and incentives that reduce greenhouse gas emissions.

e. The measures listed in the Plan will require significant capital and operating dollars to enact. The City will need to assess the funding and decision-making mechanisms it has available. Please see SEAC's communication "Capital Decisions When Considering Environmental Issues" (Item 6.1.2 at 6 November SPC on EUCS meeting) in regards to this matter.

3. SEAC supports the approval of \$150,000 (including 1 FTE) for inclusion in the 2019 Business Plan and Budget to move forward with the actions in the Low Emissions Community report.

Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/266753>



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## Right-of-Way Boulevard Leases – Policy Update

### Recommendation of the Committee

1. That Council Policy C07-016, Lease of City Boulevards be revised as outlined in the report of the A/General Manager, Transportation & Utilities Department dated November 6, 2018; and,
2. That the lease rates for existing commercial leases be revised to reflect fair market value.

### History

At the November 6, 2018 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities dated November 6, 2018 was considered.

Your Committee also received a presentation from Ms. Dallas New with regard to the matter as well as letters submitting comments which are attached.

It should be noted that your Committee DEFEATED recommending the following motions to City Council:

- That all existing residential Right-of-Way leases are not renewed and eliminated by December 31, 2019; and
- That a subsidy of up to \$500 be offered to affected property owners to offset some of the costs of moving fences and/or other material off the Right-of-Way.

Your Committee also resolved that the Administration report back on best practices in other municipalities on the private use of public right-of-way.

### Attachment

1. November 6, 2018 report of the A/General Manager, Transportation & Utilities
2. November 6, 2018 presentation from Dallas New
3. November 2, 2018 letter from Dan Borys
4. November 3, 2018 letter from Kathy Lindsay-Olfert
5. November 5, 2018 letter from Jian Liu
6. November 5, 2018 letter from Patrick Wolfe
7. November 6, 2018 letter from Mike Winter

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## Right-of-Way Boulevard Leases – Policy Update

### Recommendation

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

1. That Council Policy C07-016, Lease of City Boulevards be revised as outlined in this report;
2. That all existing residential Right-of-Way leases are not renewed and eliminated by December 31, 2019;
3. That the lease rates for existing commercial leases be revised to reflect fair market value; and
4. That a subsidy of up to \$500 be offered to affected property owners to offset some of the costs of moving fences and/or other material off the Right-of-Way.

### Topic and Purpose

The purpose of this report is to obtain City Council approval to revise Council Policy C07-016, Lease of City Boulevards regarding the Right-of-Way (ROW) leases to terminate current residential leases; new leases to not be considered going forward; and that Commercial lease rates will be revised to reflect fair market value over a five-year phase-in period.

### Report Highlights

1. The City of Saskatoon (City) currently has 6 residential and 27 commercial ROW leases in place throughout the city.
2. The City will terminate the 6 current residential leases and will not consider any new leases going forward.
3. The City will revise the lease rates for all commercial boulevard leases over a five-year period to reflect fair market value.

### Strategic Goals

This report supports the Strategic Goal of Asset and Financial Sustainability by updating the fees collected for commercial ROW leases and bringing them up to current market values. This report also supports the Strategic Goal of Quality of Life by removing the fences from public ROW which have proven unpopular amongst residents through terminating the 6 leases in residential neighbourhoods.

### Background

The City currently leases ROW which includes (6 residential leases and 27 Commercial leases). Residential leases were typically for boulevards located adjacent to a homeowner's property allowing for a fence to be erected to expand property. In recent years, concerns have been raised regarding the uneven fence lines along a roadway and the restriction of sight lines.

Commercial leases are typically to allow for increased parking adjacent to a property/business. A review of commercial leases, some of which date back to 1979, indicated that the fair market value has not been updated for several years.

### **Report**

#### **Residential Leases**

The City currently has entered into 6 lease agreements for residential properties which will be terminated. Affected property owners will be provided twelve months' notice to allow sufficient time to relocate fences and remove items built or planted in-ground on public ROW in the current lease agreements. Upon termination, the Administration will not enter into any new residential ROW leases going forward.

The Administration is proposing a subsidy of up to \$500 to affected property owners to help with costs of moving fences/trees/shrubs and other material upon submission of receipts.

Upon expiry of the lease, an onsite inspection will be completed to ensure all items have been removed and the public ROW restored. Material that is not removed before the end of 2019 will be removed by the City at the homeowner's expense.

#### **Commercial Leases**

The City has entered into 27 lease agreements with commercial properties to allow for additional parking adjacent to their properties where the ROW is not required for public purposes.

The Administration will work with Saskatoon Land to determine fair market values for the established leases, and the revised rates will be phased in over five-years. The City will contact all property owners to confirm their interest in continuing their lease agreement under the new lease rate. Property owners who no longer wish to continue their lease will also be provided twelve months' notice to restore the public ROW to its original condition. A subsidy of up to \$500 will be provided one time only (lessee's next lease negotiation) to help with costs of moving fences/trees/shrubs and other material upon the submission of receipts. An onsite inspection to ensure the public ROW has been restored to its original condition will be completed prior to reimbursement.

The lease rates will be reviewed every five years upon lease expiration. This will ensure lease rates are consistent with the fair market value going forward.

### **Options to the Recommendation**

The five-year phase-in period for the revised commercial lease rates can be shortened or lengthened. The one-year notice for residential property owners to move fences/trees/shrubs can also be shortened or lengthened. The proposed timelines provide sufficient time to adjust to either the new rates or restore the ROW to its pre-lease condition.

The subsidy of up to \$500 to assist in the restoration of ROW can be adjusted. This is not recommended as Administration proposes that up to \$500 is reasonable to assist with removal of items and/or restoration of the ROW. In addition, under the current lease agreements, there is no requirement to provide compensation to lease holders for removing items off the public ROW upon expiry of the lease.

### **Communication Plan**

Property owners will receive by mail information to explain the proposed changes, timeframes, and also include a frequently asked questions document.

### **Policy Implications**

Council Policy C07-016, Lease of City Boulevards will need to be revised to reflect changes recommended in this report.

### **Financial Implications**

Terminating the 6 residential leases will result in a reduction of revenue of \$2,890.43 annually. At the time commercial leases are required to be renewed, rates for each lease will be phased-in over a five-year period. Saskatoon Land has estimated the current fair market value of the commercial leases to be a total of \$150,000 per year once phased-in. Currently, the City collects approximately \$25,000 per year for the 27 commercial leases.

The number of lease holders who will take advantage of the \$500 subsidy to assist with the costs of moving items off the ROW is unknown at this time. If all 33 lease holders decide not to proceed with their lease and request reimbursement for the full \$500 subsidy, there would be a one-time cost of \$16,500. The Administration anticipates that most commercial leases will remain and therefore the total subsidy will be substantially lower than \$16,500. There is adequate funding in Transportation's operating budgets to cover this subsidy.

### **Other Considerations/Implications**

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

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

There is no due date for follow-up and/or project completion.

### **Public Notice**

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

### **Report Approval**

Written by: Chris Helt, Special Projects Manager, Transportation  
Reviewed by: David LeBoutillier, Acting Engineering Manager, Transportation  
Jay Magus, Acting Director of Transportation  
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

Admin Report - Right-of-Way Boulevard Leases – Policy Update.docx

November 7 2018

Dallas New

Re: Right-of-Way Boulevard Leases

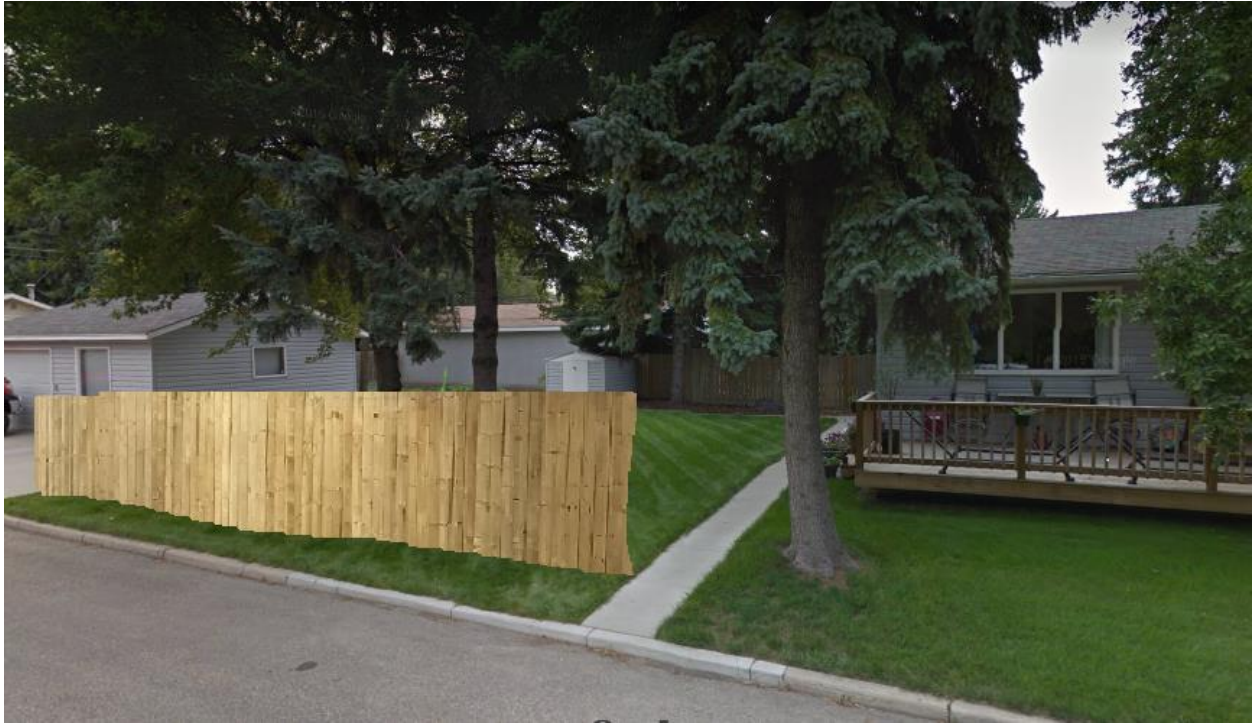
This is a follow-up to my request to speak at the November 6 Transportation Committee meeting regarding the proposed recommendations to eliminate all residential leases. First I will summarize what I presented at the meeting, and then conclude with a few new comments.

**As a summary of what I presented at this meeting:**

In 2015, I purchased a house in Sutherland. I had a fence installed right away (as I was in the hospital recovering from an emergency back surgery at RUH), so that I would be able to let my dogs into the backyard.



The people I hired to put the fence in had no experience working with properties without sidewalks. Because of this, they installed the fence much too close to the curb. It obstructed vision and elicited a complaint from a neighbour to the city.

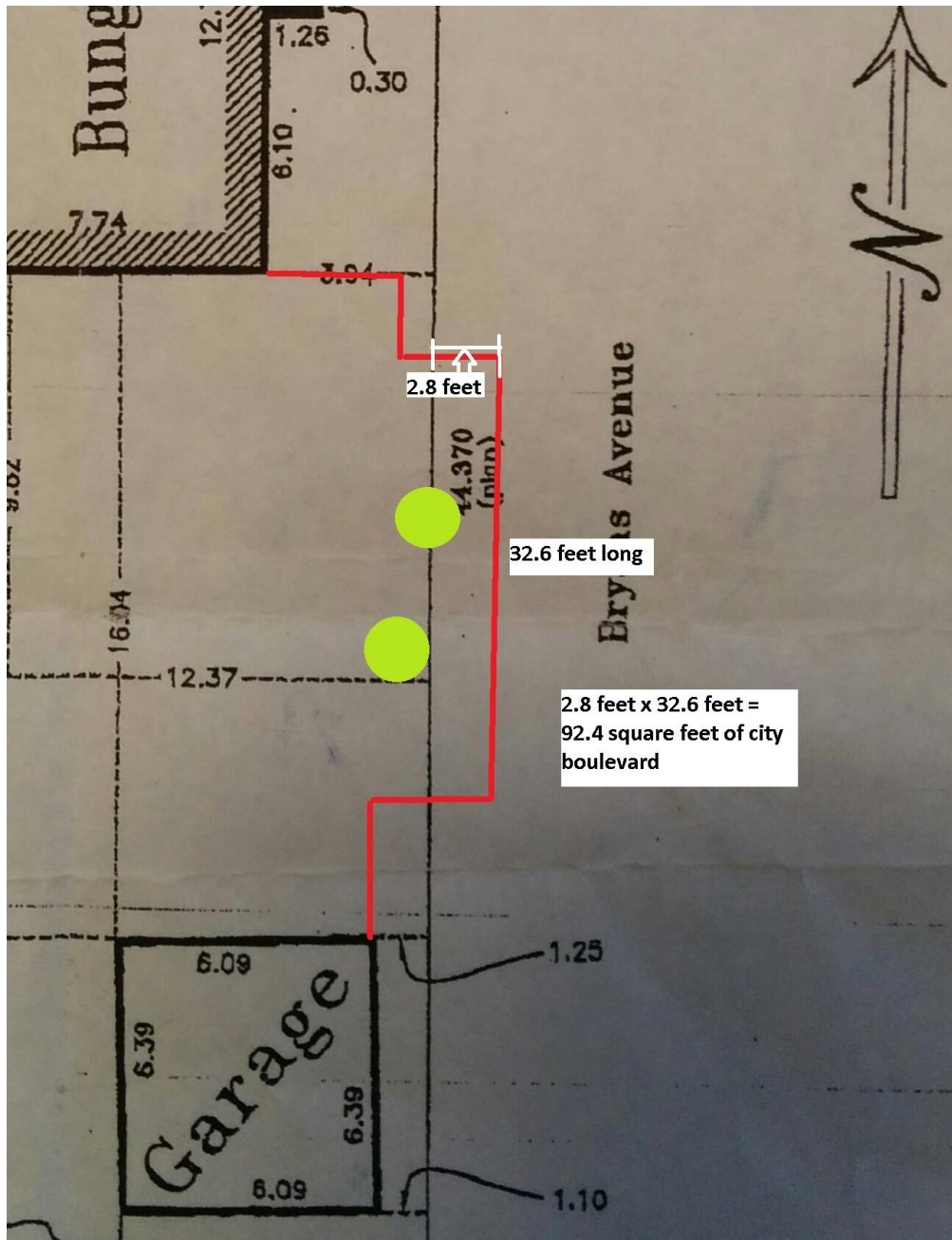


A city official came to the property and instructed the fence builders to move the fence back, since it was obstructing traffic views. Recognizing our mistake, we pulled up the fence posts and moved the fence back following the proposed guidelines (at least 2.7 meters from the curb).



This is where the fence was moved. As you can see it does not obstruct any views (my house is out of the frame on the right, and my garage is on the left side of the fence). The city official returned, and told us that the fence was still on city property and would still need to be moved further back. Where we had placed the fence was 2.8 feet still on city property, over a space of 92.4 square feet.

The reason I did not want to move the fence a third time, was because of two beautiful trees directly on the property line:



Neither of these trees (one a Manitoba maple, one a Colorado Blue Spruce) are city-inventory trees, meaning I am responsible for their care and maintenance.

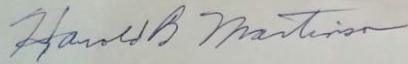
Wanting to keep these trees in my backyard, I approached the city about a lease. To do so, I took several photos showing that the fence does not obstruct views. As well, I solicited endorsement from my only adjoining neighbour Harold, who both wrote me a letter of support and attended the council meeting in person to show his support for the fence.

October 15 2015

I am writing this letter in support of the fence built by Dallas New at 401 113<sup>th</sup> St. As the only other neighbour with property along that boulevard (113<sup>th</sup> St across from CF Patterson Park), I can assure the city that I have no problem with the fence encroaching a few feet onto city boulevard. I strongly support her leasing this section of boulevard so that she will not have to move the fence.

Thank you and please contact me if you have any questions.

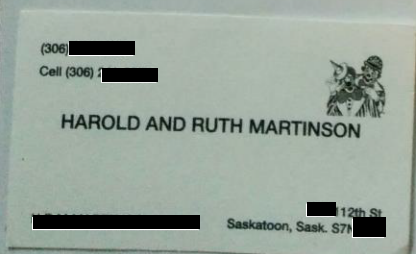
Sincerely,



Harold Martinson

██████-112<sup>th</sup> St.

306-██████



These trees are an extremely important piece of my backyard. I spend my summers reading under them in my hammock, and hang my clothes on them to dry. Furthermore, I've had extensive landscaping completed to provide nutrient-rich mulch to these trees, to keep them healthy.



In conclusion

My fence:

- does not obstruct views
- is well maintained and cared for
- is endorsed by my neighbours
- is on land currently leased for \$200 per year

Building a fence directly on the property line will be unsightly (zig zag around trees? Incorporating trees into fenceline?)

Can we find possible solutions so I can continue to enjoy my beautiful trees?

- Continued lease?
- Land purchase?
- Other options?

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**New comments:**

I would also like to add a supplement to what I presented at this meeting. The Acting Transportation Manager (Mr. Magus) told the committee members during his presentation that each of the 6 residential leases were in direct violation of their lease, specifically referencing fence height (over the permitted 1.0 meter allowance). Councillor Gersher asked for clarification about this issue – whether these height restrictions were clearly outlined in the leases. The Solicitor, and Mr. Magus, both replied that these were clearly outlined in every lease. However, my own lease states that my fence is permitted to be 2.0 m in height (please see 4d below)

2. The term of this Agreement is 5 years commencing January 23, 2017 and ending January 22, 2022 (the "Term"), which Term may be extended for a further 5 years subject to the parties reaching agreement on rent.

#### **Rent**

3. The Lessee shall pay rent to the City in advance on or before the 21<sup>st</sup> day of November for each year of the Term in the amount of \$200 per annum, plus Goods and Services Tax ("GST").

#### **Lessee's Covenants**

4. The Lessee hereby covenants with the City:
- (a) to use the Land only for the purpose of increasing residential yard area;
  - (b) to ensure that no permanent structure is constructed or placed on the Land;
  - (c) to restore the Land to topsoil and grass upon termination of the lease;
  - (d) to ensure that the fence will not exceed 2.0 metres in height, and will be set back at least 2.7 metres from the curb;
  - (e) to ensure that if a driveway is installed, a crossing permit must be obtained from the Transportation division;
  - (f) to maintain the Land in a clean, tidy, sanitary and safe condition at all times, and not permit garbage or waste to accumulate on or about the Land;
  - (g) to permit the City by its servants or agents at all reasonable times to have a full and free access to any and every part of the Land, to view the state of repair and for any other reasonable grounds;
  - (h) not to sublet the Land or any portion thereof or assign this Agreement or part with the possession of the Land without first obtaining the written consent of the City;

I have not violated the terms of my lease in any way. Furthermore, I'd like to highlight the unique (and unfortunate) circumstances by which have put me in this predicament. The city currently only investigates encroachments on a complaint-basis, meaning there are likely hundreds of other citizens encroached on city property without issues. I initially built a fence much too close to the road, which elicited the complaint.

I moved the fence to the appropriate distance of 2.7m (which certainly resolved the issue that prompted the complaint), but am still being forced to pay \$200 per year to leave my fence around my trees.

I would love to be given the option to purchase this land from the city. As was mentioned in the meeting, this would eliminate any confusion about the leased land if I ever sold the property. My fence is not bothering anyone and is allowing me to enjoy two beautiful trees on my property.

Alternatively, I ask the city to honour their lease termination agreements, as I have not breached the terms of my agreement (please see below):

- (i) to indemnify and save the City harmless from any and all liability, damage, expense, cause of action, suits, claims or judgments arising from injury to person or property on the Land or arising either directly or indirectly by virtue of the Agreement;
- (j) to maintain and keep in force during the term of this Agreement, general liability insurance in an amount not less than \$2,000,000.00 in a form satisfactory to the City which will name the City as an additional insured. The Lessee will provide proof of such insurance to the City at the beginning of the term of the Agreement;
- (k) at the Lessee's own cost and expense to comply with the requirements of every applicable bylaw, statute, law or ordinance, and with every applicable regulation or order with respect to the condition, equipment, maintenance, use or occupation of the Land; and
- (l) to maintain the Land at the Lessee's own cost and expense and be responsible for all snow removal.

#### **Re-Entry by City**

5. If the rent or any part of the rent payable under this Agreement is unpaid for 30 days after becoming payable (whether formally demanded or not), or if any covenant in this Agreement is not performed or observed or if the Lessee abandons the Land, the City may re-enter upon the Land and this Agreement will be automatically terminated. The termination will not affect the City's other rights under this Agreement.

#### **Termination**

- (1) The City may terminate this Agreement if the Land is required for future road development by providing the Lessee with 30 days' written notice of its intention to do so.
- (2) The parties may terminate this Agreement upon breach of the terms by the Lessee.

#### **Notices**

6. All notices given pursuant to this Agreement shall be sufficiently given if delivered personally or if mailed prepaid and registered to:

4070-2

X 4070-0

**From:** City Council  
**Sent:** Friday, November 02, 2018 4:23 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** 1.jpg



Submitted on Friday, November 2, 2018 - 16:23  
Submitted by anonymous user: 70.64.41.0  
Submitted values are:

Date: Friday, November 02, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Dan  
Last Name: Borys  
Email: [REDACTED]  
Address: [REDACTED] Pezer Cove  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7S [REDACTED]  
Name of the organization or agency you are representing (if applicable): 306 [REDACTED]  
Subject: Leased Boulevard  
Meeting (if known):  
Comments:

I understand that you are trying to clean up some ratty or illegal use of boulevards. That does not describe my situation at all.

I have been leasing 1.7 meters of the 4 meter land adjacent to my property. Now it appears that the city wishes me to move off the leased land.

This will be a big expense for me. My fence has a concrete footing with three concrete piles under it. It then has about 2 vertical feet of 100 lb. blocks with a 5 foot brick pillar every 8ish feet. In between the pillars is stained wood that is attached with custom welded gates and decorations. My patio is about 3 feet high and extends onto the leased land. It has a full sized railroad tie frame with a paving block surface with two a build in flower gardens. There is also a cast in place set of concrete steps with the same blocks permanently joined to them. On the patio we have a 6 foot high by 8 feet wide by 12 feet long custom plant stand where we have been growing grapes for the last 17 years. I would guess that it would cost in between \$20,000 and \$30,000 to move these structures. Not counting a mature tree and many perennial plants.

When I acquired the lease, I was told that as long as I paid my lease on time it would never be terminated. That is why I felt it was ok to develop the area.

As I have physical limitations and would not be able to do any of the work myself, I feel this is very unfair and extremely expensive.

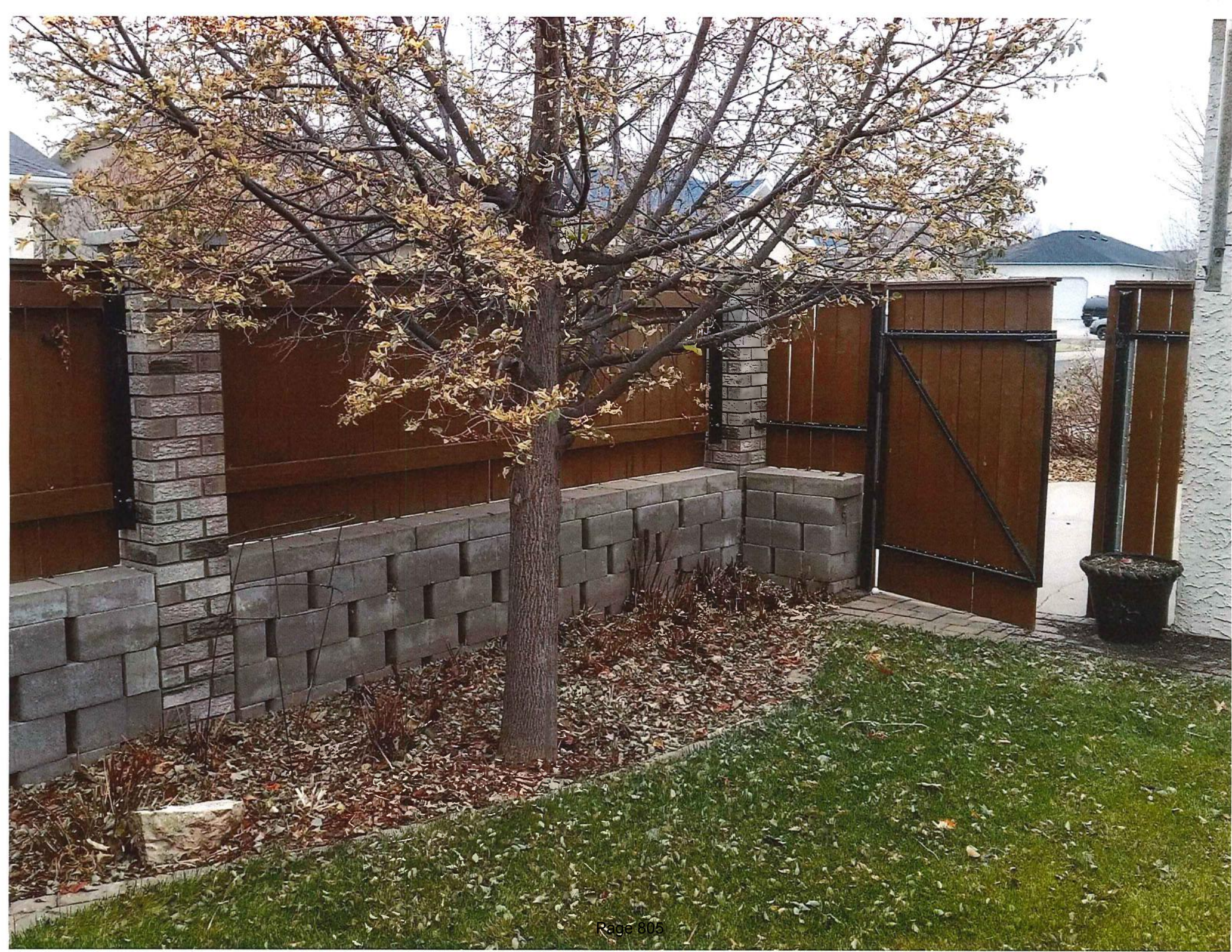
I did not recieve this iformation untill someone dropped it into the mailbox ont hte side of my house late yesterday. I will be out of country next week, but would love to meet with you and discuss my options.

Attachments:  
1.jpg: [https://www.saskatoon.ca/sites/default/files/webform/1\\_0.jpg](https://www.saskatoon.ca/sites/default/files/webform/1_0.jpg)











**From:** City Council  
**Sent:** Saturday, November 03, 2018 8:35 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** fences\_letter-\_final\_draft.pdf



Submitted on Saturday, November 3, 2018 - 08:35  
Submitted by anonymous user: 71.17.147.248  
Submitted values are:

Date: Saturday, November 03, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Kathy  
Last Name: Lindsay-Olfert  
Email: [REDACTED]  
Address: [REDACTED]-6th Street East  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7H [REDACTED]

Name of the organization or agency you are representing (if applicable): myself

Subject: Boulevard Lease with City of Saskatoon

Meeting (if known): SPC Transportation Committee - Nov. 6th, 2018 2 p.m.

Comments: Last night I sent a file to this committee and it might have been missing the second page. I am resending this again today with the hopes that the full PDF will be attached. It is regarding a letter that was dropped off in my mailbox on Nov. 1st, 2018 from Chris.Helt, Special Projects Manager regarding Item 7.2.4 - Right of Way Boulevard Leases- Policy Update (files CK 4070-2 and x4070-0) for the upcoming SPC Transportation meeting on Tuesday.

Attachments:

fences\_letter-\_final\_draft.pdf: [https://www.saskatoon.ca/sites/default/files/webform/fences\\_letter-\\_final\\_draft.pdf](https://www.saskatoon.ca/sites/default/files/webform/fences_letter-_final_draft.pdf)

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/265401>

November 2<sup>nd</sup>, 2018

█-6th Street East  
Saskatoon, Sk.  
S7H █

Re: Boulevard Lease with City of Saskatoon

Dear Councillor Block,

I am writing in regards to the letter I received yesterday about the City of Saskatoon administration's wish to present to Council that they plan to terminate the leases with property owners in Ward 6 and have us remove the fences around this leased property.

First of all, I am disappointed that such a major decision affecting our yards would only be given 1-5 days to respond to the Transportation Committee meeting on Nov. 6. I have to work on Nov. 6<sup>th</sup> and cannot attend the Transportation meeting on that day. Giving us 4-5 days to get out of work to attend a meeting in the middle of the afternoon is not always feasible for some of us. Also, after calling the City Clerk's office, I found out that if an actual letter would be presented to this committee in time for their meeting, the deadline would be today at 5 p.m. (That's a 24 hour turn around)

Secondly, I am disappointed that it takes only some comments about unsightly fences for the city to take action about this issue. I have only had compliments on my fence and yard through the years. In the Buena Vista neighbourhood, we have character houses that are well kept and not well kept. We have war time houses that are well kept and some not well kept. We have diversity in the home designs and we have **poverty** as well as **affluence** in our neighbourhood. This is what makes our Buena Vista neighbourhood so special. The diversity. I do not complaint that some fences and houses are shabby looking, I realize that they may be in a different financial situation than myself. Perhaps you could offer the \$500.00 to just those people who need some paint to fix their fences.

Regarding the issue of sign lines affecting driving, there is more of an issue at the corner of 1<sup>st</sup> Ave and Taylor Street where cars are allowed to park right up to the corner rather than my property/fence and other peoples' property around here. My trees that were planted in 2003-2004 are 7-10 feet away from the street, my fence is higher up than street level and 10 feet from the street. Certainly driving sight lines have to be kept in mind for safety but I have not heard of any serious accidents happening in the 30 years that I have lived in this neighbourhood and the 18 years that I have lived on this property. My property is backing the Buena Vista School and I believe there is more need to have police monitoring the speeding of drivers who travel down MacPherson Street during school hours than to ask everyone to pull down their fences for safety's sake.

Thirdly, I am disappointment that City Administration's memory is so short that within the 18 years that I have lived here, they cannot make up their mind with what they want to do with this issue and have told different people different things. I am talking to my neighbours in this same position and I am hearing all different stories about inconsistencies around this issue.

**I am going to outline our frustrations in dealing with City Administration regarding this issue of leasing land:**

2001 - purchase of property at [REDACTED] 6<sup>th</sup> Street East. A phone call was made to city administration asking if we would be able to lease the side property and perhaps even purchase it. We were told that **no** we could not purchase it, but we could **lease** the land. I can provide the application for lease from May 18<sup>th</sup>, 2001 if you wish to see it. ( my scanner is not working)

2002- (May 14<sup>th</sup>) - when we put in an application to lease the land. The city accepted our \$250.00 application fee but we were told that the city was going to study the issue and we had to wait until the study was done. ( Please contact me if you wish to see the receipt of application ) After waiting 2-3 years, there was no answer to our approval for building the fence and leasing the land. So we approached Elaine Hnatyshyn, our city councillor at that time and she asked if there were any complaints about the landscaping and the proposed fence – we said there were no complaints. Then our application was approved through city council via the Planning and Community Services Dept. Since this time, we have been paying \$443.24 yearly for the lease of this fenced land. There have never been any complaints.

When the prices of land went up after 2008, we were told that we could buy the land for a cost of \$34,000 if we wanted to. At this time the lease was serving our purposes and we had no need to purchase the land at the inflated cost compared to what the costs were in 2001 when we first offered to purchase the land. At this time, I cannot consider purchasing the land but there would be very huge implications on the value of my property if the fence were to be removed. The offer of \$500.00 would never cover the costs of removing the fence and filling in the trampoline holes. Thousands of dollars were spent on purchasing trees, infill and plants for the leased city property to beautify it. What the city is proposing would cost much more than \$500.00 and would certainly bring down the value of my property significantly.

Since 2004, I have been faithfully paying the fee of \$443.00 every year and this brings in revenue for the city. I can provide all the Cash Receipts if you wish to see this. Perhaps you could offer to landowners that they have to pay for the leased land and paint their fences with the \$500.00 or the fence will have to be removed. It would cost the city less money to pay \$500.00 to only those who need to paint their fences and continue to collect yearly lease fees from everyone who wants to keep their fences up.

I would very much like to you to consider this letter in your decisions on the SPC Transportation Committee meeting on Nov. 6<sup>th</sup>, 2018. I would gladly be willing to talk to you if you needed more information. I will certainly be researching into past City Council meeting minutes regarding their decision to approve my fence back in 2003 or 2004.

Sincerely,  
Kathy Lindsay-Olfert  
[REDACTED] 6<sup>th</sup> Street East  
Phone [REDACTED]

CC -Sean Sass- President of the Buena Vista Community Association  
CC -Chris Helt- Special Projects Manager, C of S

**From:** City Council  
**Sent:** Monday, November 05, 2018 4:42 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** letter\_to\_city\_of\_saskatoon.pdf



Submitted on Monday, November 5, 2018 - 16:41  
Submitted by anonymous user: 70.64.16.191  
Submitted values are:

Date: Monday, November 05, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Jian  
Last Name: Liu  
Email: [REDACTED]  
Address: [REDACTED] Braemar Crescent  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7V [REDACTED]  
Name of the organization or agency you are representing (if applicable):  
Subject: Residential right-of-way leases  
Meeting (if known): STANDING POLICY COMMITTEE ON TRANSPORTATION  
Comments:

We are writing because we do not see how the policy recommendations in the right-of-way boulevard lease update proposal (Files CK 4070-2 and x4070-0), specifically those pertaining to residential right-of-way leases, follow from the concerns described in that proposal.

As residents with an existing right-of-way lease, our understanding is that our fence and our lease is in compliance with relevant bylaws, and is not actually contributing to any of the listed concerns. Therefore, we do not understand why ending our right-of-way lease, in particular, is necessary to address these complaints. We would like to encourage a stronger emphasis on the specific complaints and specific bylaw infractions.

Several topics were presented implicitly in the policy update, which we have tried to enumerate in the attached document. We would like to ask the City to not advance this policy proposal as-is, and to take into account a broad set of factors when responding to complaints about residential fences.

Attachments: 1 (3 pages)

Attachments:  
letter\_to\_city\_of\_saskatoon.pdf:  
[https://www.saskatoon.ca/sites/default/files/webform/letter\\_to\\_city\\_of\\_saskatoon.pdf](https://www.saskatoon.ca/sites/default/files/webform/letter_to_city_of_saskatoon.pdf)

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/265474>

Dear council members,

We are writing to express our deep confusion about the motivation and reasoning behind the proposed policy update intending to cancel all residential right-of-way (RoW) boulevard leases. As homeowners who have signed a residential RoW lease with the City of Saskatoon, we do not see how eliminating our particular boulevard lease, and removing the fence around it, would help with any of the concerns raised in the proposal.

More generally, we do not understand the emphasis on eliminating six (6) residential RoW leases, and do not see how such a small adjustment would address increasing number of complaints about residential fences. We infer that these complaints are not directed specifically towards fences constructed on RoW boulevard leases, but relate more generally to construction that is non-compliant with City bylaws.

We feel that this policy proposal, if enacted, would cause collateral damage to us, but without truly addressing the broader concerns it raises. Therefore, we would like to request that the City not proceed with this policy update as-is.

We have listed some of our specific concerns with the policy update below.

### **Terminating our RoW lease does not solve the listed problems**

The letter we received from the City, as well as the policy update, state that the desire to end RoW leases stems from concerns about “uneven fence lines” and “restriction of sight lines”. We cannot see how either of these applies to our fence.

#### ***Our fence cannot contribute to unevenness***

- Our RoW lease is on a double corner lot, and there are no neighbouring fences for it to conflict with.
  - The front yard does not have a fence.
  - The backyard “fence” is a sound wall constructed by the City.
  - The RoW lease enclosed by our “side” fence faces another road. The only other fence it touches is the sound wall; it does not abut any other fences.
- A number of trees and shrubs bisect our property line with the City's boulevard. The RoW lease allows us to avoid having to incorporate the trees into the fence.

#### ***Our fence does not obstruct sight lines***

- The fence follows the boulevard lease surveyed by the City Transportation department, which took sight lines into account. We have received no indication that those criteria have become more strict.
- Our RoW lease and fence have a setback from the curb greater than the minimum 1.2 m setback recommended by Transportation in council policy C07-016.
- There are other objects closer to the backyard corner than our fence.
  - There are many trees in the city boulevard surrounding our property.
  - There is a Canada Post mailbox by the sidewalk beyond our property line.

### **The city has explicitly approved the location of our fence**

- When we constructed our current fence a few years ago, we took the time to consult with the City Transportation department about its location, even though, according to Bylaw 8770, the City generally does not need to grant explicit permission for fence construction.

- Before granting the lease, the City surveyed the fence's proposed location. It confirmed that the fence's location satisfied all requirements, including having sufficient curb setback and not disrupting sight lines.

### The proposed changes are arbitrary and are not in the lease terms

- The RoW agreement we signed listed only two possible reasons for terminating the lease: future **road** development needs, or breach of the terms of the lease.
- The City does not have any road development plans in our home's immediate vicinity.
- The City has not indicated that we have breached any terms of our boulevard lease.
- The boulevard lease did not mention anything about aesthetics of the fence. It would be onerous to us, and other homeowners, if those requirements were changed and applied to existing fences.

### Mitigation cost estimates are incomplete

- We would need to pay a fencing company to move the fences.
- The concrete foundations of our fence posts would have to be reconstructed, and the existing foundations excavated.
- We may have to engage the City about the aforementioned trees on the property line boundary.
- It is not stated what will be done about potential sight line obstructions in the non-leased part of the boulevard, such as the City's trees and the Canada Post mailbox.
- It would also be frustrating to have to reconstruct a fence that has only gone through the first few years of its designed lifespan.

### Where reasonable, residential and commercial RoW leases should be considered more similarly

- This proposal did not express concern about the visual impact of any of the 27 commercial RoW leases. We do not see how bylaw-compliant residential RoW leases constitute a greater concern than commercial RoW leases.
- Commercial RoW leases can cause similar types of visual unevenness and sight line obstruction. (Parked vehicles and constructed fencing, for the two listed permitted purposes.)
- Other types of commercial land leases (e.g. sidewalk leases) can modify sidewalk, bike lane, and vehicular circulation.
- Commercial districts are typically higher traffic (especially compared to our home, in a R1A-zoned neighbourhood), and changes often affect more right-of-way users.
- The policy update discusses fair market value rate adjustments for commercial RoW leases. In contrast, it does not discuss whether adjustments are also needed / reasonable for residential leases, or mention whether lease rate changes could be an alternative to lease termination.

This policy update seems to imply that complaints about residential fences largely correlate to RoW leases. We find it hard to believe that six (6) boulevard leases would contribute to a sharp uptick in complaints. Instead, we suspect that there are many

non-RoW fences, as well as lease-exempted non-boulevard-enclosing fences, whose positioning and/or configuration violates City bylaws.

We would urge the City and the Transportation Department to demonstrate that they are investigating the locations that are specifically mentioned in fence complaints. We would also like to see that bylaw non-compliance is explicitly addressed, even if the homeowner did not sign a RoW lease. Conversely, we ask the City to not take arbitrary actions against fences that are in compliance with bylaws. As a homeowner, it is frustrating to need to revisit this topic, having already worked with the City to obtain explicit approval about the location of our fence.

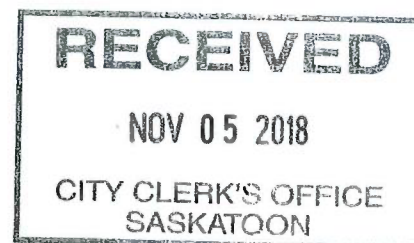
We find the intent of this policy update proposal confusing and arbitrary, and would urge Council to not move it forward in this current form. From our perspective, we believe that it has overlooked some important points.

Best,  
Jian Liu and Ping Dong



**From:** City Council  
**Sent:** Monday, November 05, 2018 4:45 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** letter\_to\_city\_-\_fence\_on\_10th\_street\_east.pdf; 427429431\_10th\_street\_east.jpg

Submitted on Monday, November 5, 2018 - 16:45  
Submitted by anonymous user: 174.2.176.213  
Submitted values are:



Date: Monday, November 05, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Patrick  
Last Name: wolfe  
Email: [REDACTED]  
Address: [REDACTED] Witney Ave North  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7L [REDACTED]  
Name of the organization or agency you are representing (if applicable): Action Group of Companies Inc.  
Subject: 7.24 Right of way Boulevard Leases  
Meeting (if known): Transportation Committee Meeting  
Comments: Please find attached, letter and photo.  
Attachments:  
letter\_to\_city\_-\_fence\_on\_10th\_street\_east.pdf:  
[https://www.saskatoon.ca/sites/default/files/webform/letter\\_to\\_city\\_-\\_fence\\_on\\_10th\\_street\\_east.pdf](https://www.saskatoon.ca/sites/default/files/webform/letter_to_city_-_fence_on_10th_street_east.pdf)  
427429431\_10th\_street\_east.jpg:  
[https://www.saskatoon.ca/sites/default/files/webform/427429431\\_10th\\_street\\_east.jpg](https://www.saskatoon.ca/sites/default/files/webform/427429431_10th_street_east.jpg)

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/265476>

Dear Ladies and Gentleman, I begin by stating that it is disheartening to find myself, re-visiting the topic of, 'The Fence', at 427, 429 & 431 10th St East....I cannot begin to explain the amount of hours, and collective efforts, that have been invested, to resolve a unique issue that dates back to 1912.

- To begin, some history;....When constructed in 1912 these 3 separate single family homes were built on a "single titled " 31 foot corner lot facing 10th Street East with only 1 foot ...literally a 12 inch backyard and no front yard other than the city boulevard. Normally only one single house would have been constructed facing East Lake with a full backyard but instead these 3 character homes with no backyard facing 10th Street East were built thus creating a problem for a future generation to solve. The creation and approval by City Council of 3 separately titled Heritage Condos & Fence Lease was the modern day solution to this, a unique one of a kind situation created in 1912 that was out of place with today's bylaws. The converting of the 3 single family homes from "one title to 3 individual condominium titles" PLUS with the Fence Lease was always intended as long-term solution and never intended as a temporary fix.

- After consultations, on site meetings, historical searches, architectural renderings, councillor meetings, national press coverage, a petition supporting the fence, with over 1600 local area supporters, and finally culminating, in a meeting with the Mayor and council, a collective, mutually satisfactory solution was reached, that has worked without any problem what so ever to this very day.....Fast forward to today....I received a letter from Mr. Chris Helt, who indicated in a follow up telephone conversation, that while there are absolutely no complaints at all, with respect to this fence, it is being included, in what might be referred to as a 'sweep', of changes, regarding leases, which at first glance, may appear to be similar, but upon further investigation and historical information, are in fact, entirely different.

- This "lease" for "The Fence" was intended by the Mayor, Council & City Administration as a "long-term permanent" solution to resolve this unique situation created in 1912. This issue has already been clearly & decisively decided by Council & City Administration in 1999 and to restart this issue from exactly the same place it started, when so much time and effort was made by Council & Senior City Administration, would be absolutely counterproductive. This "Condo & Fence Lease" should not be or compared to the other 5 leases the Transport Department wants to cancel. The creation of 3 Heritage Condos & Fence Lease was the modern mechanism as a long-term solution a unique one of a kind situation created in 1912 when 3 single family homes were built on a single corner lot with a 1 foot ...literally 12" backyard and no front yard other than the city boulevard. Included below is the original rendering of the 3 Heritage "Condos" & "Fence" approved by City Council.

•The 3 Heritage Home “Condos” & Fence Lease are integral to each other. Without the ability to separate these three 1912 Character homes vis-à-vis a fence between simple things such as having a barbecue, children safely playing the yard, pets or even having an alcoholic beverage outside one’s home would not be permitted. There would be significant loss of the value, perhaps hundreds of thousands of dollars to the value of these homes without the use of separated front fenced yard in the absence of a backyard. It would put in jeopardy the entire practical use & financial viability of this 3 Heritage Home Condominium Association. It would put in jeopardy preserving history through single-family ownership and peaceful use of a small front yard when no backyard exists.

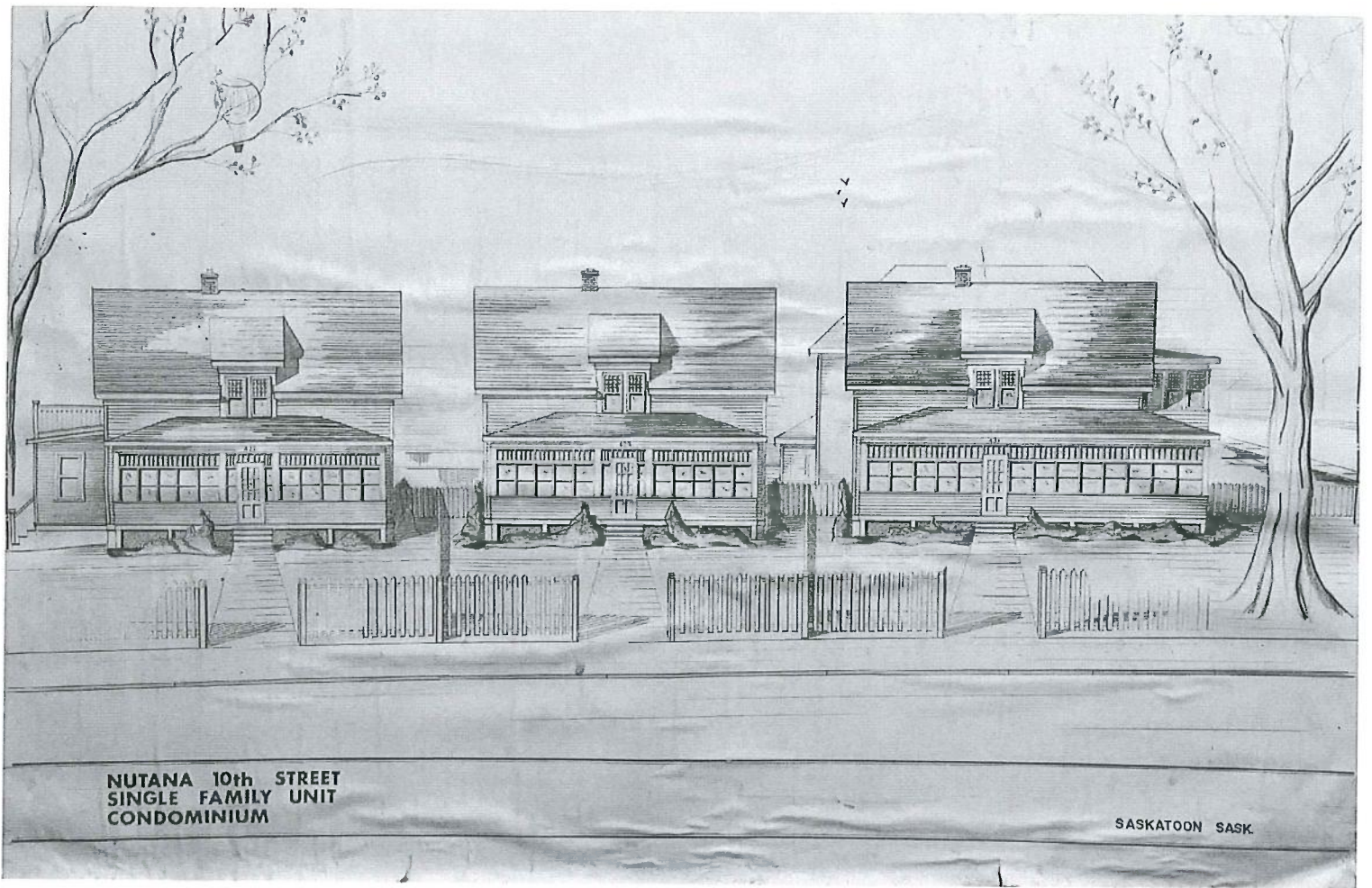
•Massive Community Support. The Nutana Community and the City of Saskatoon both wanted to preserve the unique heritage component of these three single family homes built in 1912. We had over whelming support from the community with an excess of 1600 people signing a petition to have this fence constructed to allow single family ownership and preserve & celebrate local architectural history for future generations.

•Preserving City of Saskatoon Heritage. These three 1912 Character homes are prime historical examples from an important era in Saskatoon history. The previous structure of three single family homes on a single corner lot put these heritage homes at risk. The individual condo and fence lease solution was the long-term solution to preserve these important examples of our heritage for generations to come. Countless hours of research and thousands of dollars were put into design & custom build of this historical period fence and gate arbours. The City of Saskatoon awarded us a Heritage Award for this fence and its contribution to highlighting & preserving Heritage. This fence design was the inspiration for the fence built at Saskatoon’s oldest residence, the City Heritage site called the Marr Residence.

•To conclude, I submit, that due to the unique aspects of this condominium project, and the approximate 20 years, of established success arrived at, from the council of the day, that this lease, and present terms, should remain unchanged.

With kind regards,

Patrick Wolfe



4070-2  
X 4070-0

**From:** City Council  
**Sent:** Tuesday, November 06, 2018 9:56 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Tuesday, November 6, 2018 - 09:56  
Submitted by anonymous user: 107.162.4.24  
Submitted values are:



Date: Tuesday, November 06, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Mike  
Last Name: Winter  
Email: [REDACTED]  
Address: [REDACTED] 2 St E  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7H [REDACTED]  
Name of the organization or agency you are representing (if applicable): Walking Saskatoon  
Subject: Centre Boulevards  
Meeting (if known): SPC on Transportation Nov. 6th.  
Comments:  
Regarding: Right-of-Way Boulevard Leases – Policy Update

Many city-owned boulevard sections are on streets that have no sidewalks, for example, Macpherson Avenue, Wiggins Avenue, Stonebridge Boulevard and 18th Street, but directly connect or are on vital routes to schools, parks and major transportation corridors.

Additionally, the city generally does not provide a high quality of maintenance for these interstitial areas, leaving adjacent homeowners to maintain (or not) the boulevard sections despite having no ownership interest in the property.

I am asking SPCoT to direct administration to examine the following proposal:

1. The City of Saskatoon offer for purchase city-owned boulevard sections to the property owners adjacent to the property section on the condition that the money received by the city from the property sale be used to construct a sidewalk on part of the boulevard or beside it. In the case where the boulevard section in question contains a sidewalk, the money could be used to fund unfunded projects identified from the neighbourhood's most recent Neighbourhood Traffic Review or to plant a boulevard tree if one is needed.
2. That financing for the boulevard land purchase be provided through a property tax levy amortized over a five-to-ten year period, allowing for homeowners of all means to participate in the program at a low yearly cost.

This proposal benefits many parties:

Property owners, who gain an increased property size, sidewalk amenity and ownership interest on property they are maintaining anyway.

The City of Saskatoon, which will gain money from property sales, increased taxable land base from homeowners with bigger lots and a reduction in maintenance costs on boulevard land.

Residents of Saskatoon, who will see major infrastructure needs addressed with no additional mill rate increase.

Thanks for your consideration

Mike Winter, Walking Saskatoon and Buena Vista Community Association.

Attachments:

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/265534>



Office of the City Clerk  
222 3rd Avenue North  
Saskatoon SK S7K 0J5

www.saskatoon.ca  
tel (306) 975.3240  
fax (306) 975.2784

November 12, 2018

City Council

Dear His Worship and City Council:

**Re: Right-of-Way Boulevard Leases – Policy Update - 427, 429 and 431 – 10<sup>th</sup> Street East**

At the Standing Policy Committee – Transportation Meeting on November 6, 2018 agenda item 7.2.4 Right-of-Way Boulevard Leases was reviewed. It was brought to the Municipal Heritage Advisory Committee's (MHAC) attention at our meeting on November 7, 2018 about this policy update.

There are 3 properties that this affects 427, 429 and 431 – 10<sup>th</sup> Street East with the proposed changes to the Right-of-Way Boulevard Leases Policy.

The unique properties at 427, 429 and 431 10th St East consists of 3 separate single family homes built on a single property with a one foot backyard and no front yard other than the city boulevard. They are titled separately under a Heritage Condos & Fence Lease agreement. Community discussion lead to the support of the fence in 1999. This fence allows for these properties to have an enclosed yard space and contributes to the viability of these homes in the long term. The homes are within a very active pedestrian realm between Broadway and Victoria Ave. and the fence ensures this property is kept clean and maintained.

The fence project was the subject of a Saskatoon Heritage Award 2000 presented by the Mayor at the Council meeting on February 21, 2000. The award was Sympathetic Renovation - Fence - 427, 429 and 431 - 10th Street East to Patrick Wolfe.

MHAC requests that City Council consider the Heritage components, and consider flexible ways to look the Right-of-Way Boulevard Leases that would be sympathetic to the Heritage Fence.

Yours truly,

A handwritten signature in blue ink, appearing to read 'Paula Lichtenwald'.

**Paula Lichtenwald, Chair**  
Municipal Heritage Advisory Committee

cc: General Manager, Community Services Department  
Acting General Manager, Transportation and Utilities Department  
Heritage & Design Coordinator, Community Services Department

**Bryant, Shellie (Clerks)**

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**From:** Robert Clipperton [REDACTED]  
**Sent:** November 15, 2018 3:19 PM  
**To:** Web E-mail - City Clerks  
**Cc:** Catherine Folkersen  
**Subject:** Presentation to City Council - November 19th

Greetings:

I would like to present to Council at the November 19th meeting regarding agenda item 9.4.1 Right-of-Way Boulevard Leases. I will be representing the Nutana Community Association.

Thank you,

Robert Clipperton, Civics Coordinator  
Nutana Community Association  
[REDACTED] 9th Street East  
Saskatoon, SK S7N [REDACTED]  
[REDACTED]

## Bryant, Shellie (Clerks)

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**From:** City Council  
**Sent:** November 16, 2018 3:07 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** letter\_to\_city\_-\_fence\_on\_10th\_street\_east.pdf; 427429431\_10th\_street\_east.jpg

Submitted on Friday, November 16, 2018 - 15:07  
Submitted by anonymous user: 174.2.176.213  
Submitted values are:

Date: Friday, November 16, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Patrick  
Last Name: Wolfe  
Email: [REDACTED]  
Address: [REDACTED] Witney Ave North  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7L [REDACTED]  
Name of the organization or agency you are representing (if applicable): Action Group of Companies Inc  
Subject: Right of Way Blvd Leases policy update  
Meeting (if known): Right of Way Blvd Leases policy update  
Comments: Please find attached the letter and picture we wish to submit.  
Attachments:  
letter\_to\_city\_-\_fence\_on\_10th\_street\_east.pdf: [https://www.saskatoon.ca/sites/default/files/webform/letter\\_to\\_city\\_-\\_fence\\_on\\_10th\\_street\\_east\\_0.pdf](https://www.saskatoon.ca/sites/default/files/webform/letter_to_city_-_fence_on_10th_street_east_0.pdf)  
427429431\_10th\_street\_east.jpg: [https://www.saskatoon.ca/sites/default/files/webform/427429431\\_10th\\_street\\_east\\_0.jpg](https://www.saskatoon.ca/sites/default/files/webform/427429431_10th_street_east_0.jpg)

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/266803>

Dear Ladies and Gentleman, I begin by stating that it is disheartening to find myself, re-visiting the topic of, 'The Fence', at 427, 429 & 431 10th St East....I cannot begin to explain the amount of hours, and collective efforts, that have been invested, to resolve a unique issue that dates back to 1912.

- To begin, some history;....When constructed in 1912 these 3 separate single family homes were built on a "single titled " 31 foot corner lot facing 10th Street East with only 1 foot ...literally a 12 inch backyard and no front yard other than the city boulevard. Normally only one single house would have been constructed facing East Lake with a full backyard but instead these 3 character homes with no backyard facing 10th Street East were built thus creating a problem for a future generation to solve. The creation and approval by City Council of 3 separately titled Heritage Condos & Fence Lease was the modern day solution to this, a unique one of a kind situation created in 1912 that was out of place with today's bylaws. The converting of the 3 single family homes from "one title to 3 individual condominium titles" PLUS with the Fence Lease was always intended as long-term solution and never intended as a temporary fix.

- After consultations, on site meetings, historical searches, architectural renderings, councillor meetings, national press coverage, a petition supporting the fence, with over 1600 local area supporters, and finally culminating, in a meeting with the Mayor and council, a collective, mutually satisfactory solution was reached, that has worked without any problem what so ever to this very day.....Fast forward to today....I received a letter from Mr. Chris Helt, who indicated in a follow up telephone conversation, that while there are absolutely no complaints at all, with respect to this fence, it is being included, in what might be referred to as a 'sweep', of changes, regarding leases, which at first glance, may appear to be similar, but upon further investigation and historical information, are in fact, entirely different.

- This "lease" for "The Fence" was intended by the Mayor, Council & City Administration as a "long-term permanent" solution to resolve this unique situation created in 1912. This issue has already been clearly & decisively decided by Council & City Administration in 1999 and to restart this issue from exactly the same place it started, when so much time and effort was made by Council & Senior City Administration, would be absolutely counterproductive. This "Condo & Fence Lease" should not be or compared to the other 5 leases the Transport Department wants to cancel. The creation of 3 Heritage Condos & Fence Lease was the modern mechanism as a long-term solution a unique one of a kind situation created in 1912 when 3 single family homes were built on a single corner lot with a 1 foot ...literally 12" backyard and no front yard other than the city boulevard. Included below is the original rendering of the 3 Heritage "Condos" & "Fence" approved by City Council.

•The 3 Heritage Home “Condos” & Fence Lease are integral to each other. Without the ability to separate these three 1912 Character homes vis-à-vis a fence between simple things such as having a barbecue, children safely playing the yard, pets or even having an alcoholic beverage outside one’s home would not be permitted. There would be significant loss of the value, perhaps hundreds of thousands of dollars to the value of these homes without the use of separated front fenced yard in the absence of a backyard. It would put in jeopardy the entire practical use & financial viability of this 3 Heritage Home Condominium Association. It would put in jeopardy preserving history through single-family ownership and peaceful use of a small front yard when no backyard exists.

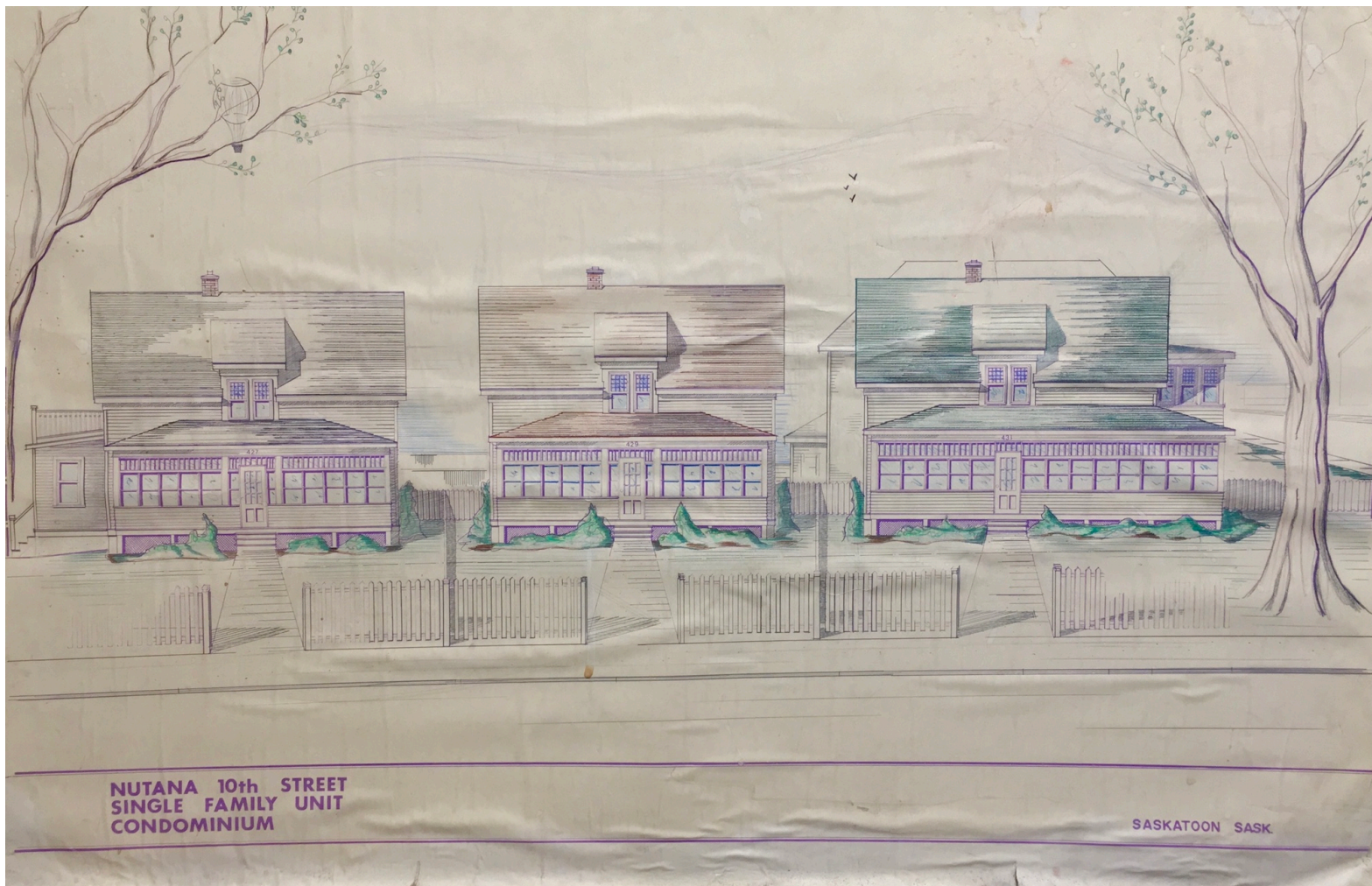
•Massive Community Support. The Nutana Community and the City of Saskatoon both wanted to preserve the unique heritage component of these three single family homes built in 1912. We had over whelming support from the community with an excess of 1600 people signing a petition to have this fence constructed to allow single family ownership and preserve & celebrate local architectural history for future generations.

•Preserving City of Saskatoon Heritage. These three 1912 Character homes are prime historical examples from an important era in Saskatoon history. The previous structure of three single family homes on a single corner lot put these heritage homes at risk. The individual condo and fence lease solution was the long-term solution to preserve these important examples of our heritage for generations to come. Countless hours of research and thousands of dollars were put into design & custom build of this historical period fence and gate arbours. The City of Saskatoon awarded us a Heritage Award for this fence and its contribution to highlighting & preserving Heritage. This fence design was the inspiration for the fence built at Saskatoon’s oldest residence, the City Heritage site called the Marr Residence.

•To conclude, I submit, that due to the unique aspects of this condominium project, and the approximate 20 years, of established success arrived at, from the council of the day, that this lease, and present terms, should remain unchanged.

With kind regards,

Patrick Wolfe



NUTANA 10th STREET  
SINGLE FAMILY UNIT  
CONDOMINIUM

SASKATOON SASK

## Bryant, Shellie (Clerks)

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**From:** City Council  
**Sent:** November 19, 2018 6:26 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** letter\_to\_city\_of\_saskatoon\_2.pdf; boulevard-lease-redacted\_.pdf

Submitted on Monday, November 19, 2018 - 06:26  
Submitted by anonymous user: 107.203.253.123  
Submitted values are:

Date: Monday, November 19, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Jian  
Last Name: Liu  
Email: [REDACTED]  
Address: [REDACTED] Braemar Cres  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7V [REDACTED]  
Name of the organization or agency you are representing (if applicable):  
Subject: Right-of-way boulevard leases  
Meeting (if known): City Council Regular Business Meeting (2018-11-19)  
Comments:

During the November transportation committee meeting, several statements were made about right-of-way leases that did not accurately describe our lease and the process we went through. The purpose of our letter is to identify and clarify some of these inaccuracies in advance of the next council meeting. We would also like to request again that the City does not decide to terminate our right-of-way lease in an arbitrary way.

Since we are already submitting this letter to Council, we are not asking to make a prepared statement in-person. However, we would like to request permission to speak ad-hoc during the council meeting, in case further inaccurate or unclear discussion arises relating to right-of-way leases. It is impossible for us to respond to such discussion ahead of time.

**Attachments:**

letter\_to\_city\_of\_saskatoon\_2.pdf:  
[https://www.saskatoon.ca/sites/default/files/webform/letter\\_to\\_city\\_of\\_saskatoon\\_2.pdf](https://www.saskatoon.ca/sites/default/files/webform/letter_to_city_of_saskatoon_2.pdf)  
boulevard-lease-redacted\_.pdf: [https://www.saskatoon.ca/sites/default/files/webform/boulevard-lease-redacted\\_.pdf](https://www.saskatoon.ca/sites/default/files/webform/boulevard-lease-redacted_.pdf)

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/266986>

Dear councillors,

We observed the discussion of residential right-of-way (RoW) leases during the November transportation committee meeting. We greatly appreciated the depth and breadth of the discussion, as well as the councillors' attention to objectivity and fairness. We wanted to write this follow-up letter for the City Council meeting, to address some points made during the meeting that did not match our experiences and situation.

We have not breached any terms of our actual lease: our lease does not stipulate any height requirements; also, we have paid lease fees to the City annually, which have all been accepted, so the lease should be considered active. Our RoW lease remedies fence placement issues created by previous homeowners, and was signed when we built a new fence.

We would greatly appreciate a City boulevard policy update that takes into account our specific situation, and which does not suddenly change our existing agreements with the City.

### We continue to pay the City annually for the lease, and want to renew it

Mr. Magus indicated that our RoW lease is "stale". As the details of what constitute "staleness" were discussed in private, we don't have a full understanding of what the term implies, but we offer our best-effort description of the situation.

- In late 2016, we contacted the Transportation Department about the upcoming expiration of the lease. We were told that there was no problem so long as lease invoices were paid, and were not offered the option of explicitly renewing the lease.
- The City's Transportation Department has continued to issue invoices for our RoW lease, even though the lease has not been officially renewed.
- We have been paying the invoiced amount for a RoW lease every year, and the City continues to accept these payments. Our latest payment applies up to November 2019.

We presume the City is in agreement with the terms of the lease contract, and that it is still valid. There is not much more we can do if the City has not taken steps to update the lease.

### Our fence does not violate the lease's height requirements

Mr. Magus stated that we have breached the terms of our lease, because a portion of our fence may not exceed 1.0 metres in height. Ms. Gardiner stated that such terms were indicated as part of the lease agreement, but this is the first time we've come across such a requirement.

- Our lease agreement does not state anything about the expected height of the fence constructed on the City RoW, nor does it actually cite any council policies, bylaws, or other documents about a fence height requirement. (See attached lease)
- When staff from the Transportation (then Infrastructure Services) Department checked our fence plans, they indicated a 2-metre fence height maximum, as well as setback requirements. They did not state anything about any 1-metre height limits.
- Since City Bylaws are now available online, we did some supplemental research.

- Section 5.13 of the Zoning Bylaw (No. 8770), apparently dating from no earlier than 2009, indicates only that **front yard** fences are constrained to a 1.0 metre height, and that **side yard** fences may be up to 2.0 metres tall.
- Although council policy C07-016 (“Lease of City Boulevard”) does indicate that side yard fences should not exceed one metre in height, we are not sure whether this particular clause is up-to-date. The policy dates from 2004, and Bylaw 8770 is about five years newer.
- The City has constructed many masonry walls in our community, including along Briarwood Rd. and Briarvale Rd. (see, for example, Figure 3). They can effectively create side yard fences that are also about 2 metres tall.
  - When we planned our fence, we followed the examples of the City-constructed walls and our neighbours’ fences.
  - We don’t see how a 1 metre side fence height maximum could be enforced without the existing City-built masonry walls creating a double standard.

### Our RoW lease remedies the mistake of a previous property owner, and we obtained City approval before constructing a new fence

During the council meeting, it was implied that our residential RoW leases was requested retroactively, after we had made a mistake when constructing a fence. This does not accurately describe our situation.

- When we purchased our property in 2007, it already had a fence constructed in the City’s boulevard RoW, directly adjacent to the sidewalk. Historical satellite imagery indicates that this fence predates 2004. (See Figures 1 and 2)
- As first-time homeowners in Canada, we did not realize that the existing fence was constructed in the City’s boulevard RoW, without approval.
- In 2011, because our fences were starting to look worn out, we hired professionals to build new fences.
- Right after our old fence was torn down, the City sent a slip of paper informing us that our fence had been constructed on a City boulevard, and we could not just construct a new fence on the same location. It offered no aid nor recourse.
- We were in a difficult situation because, at the time, we had no backyard fence at all, meaning no privacy on a corner lot. The existing landscaping in our backyard meant that it would be difficult to manoeuvre a fence right at the property line boundary. Winter was also approaching soon.
- The process of resolving this encroachment was long; we spent many days looking for the right people at the City who were able to resolve our situation.
  - The solutions offered to us were to either lease or purchase the piece of land. We chose to lease the land because it offered a faster turnaround time.
- City employees were careful to verify both our fence plans and the actual constructed fence.
  - We waited for our fence plan (including height and alignment) to be approved before we asked the fencing company to begin construction.

- The Transportation (then Infrastructure Services) Department needed to verify that our fence was correctly built before it could finalize and issue the lease.

### A retroactive policy change would unfairly penalize us

Our fence was carefully examined and fully approved by the City in 2011. We believe the Transportation Department's current proposal, of a sudden change in policy, would be unfair to us.

- We have never constructed (or ordered construction of) a fence that encroached without permission into the City's RoW. We were simply trying to rebuild an aging encroaching fence placed by a former property owner.
- The location of our current fence, in the City boulevard, is due to our backyard's existing landscaping, as placed by a previous property owner. This landscaping affects where a fence can be easily placed.
- We feel it would be unfair for us to bear the financial burden of a council policy that affects existing construction.
- According to our research, when other cities in Canada change enforcement standards for encroachments, the new standards only apply to newly-created encroachments, not any that had already existed. Some cities explicitly include grandfather clauses in their encroachment bylaws.

### We are unable to install central air conditioning without a RoW lease

One reason we applied for a RoW lease was to create a space where we could install an air conditioning unit. This allowance is explicitly stated in the lease. (See attached lease)

- Given the exterior layout of our property and the location of our utility room, an AC unit cannot be installed elsewhere.
- Placing an AC unit in a publicly accessible area is unsafe for passersby (especially children), and also exposes the unit to possible damage.
- Air conditioning units, and their accompanying ductwork, cannot be easily relocated. This seems to imply an understanding that our lease would be in effect for a more extended period of time.

We have not yet installed an AC unit, because HVAC professionals have advised us to wait until we need to replace the furnace, and add the AC unit then. Our furnace is close to 30 years old and will need to be replaced very soon. Terminating the RoW lease would make it infeasible to install this AC unit.

Especially given the number of informal encroachments and private uses of City boulevards, we can't help but feel disproportionately and unfairly penalized by the Transportation Department's proposed termination of our RoW lease. We took the time to work with the City to discover and agree upon a non-disruptive alignment for our fence. We arranged our RoW lease with the City, despite construction schedule time pressure.

We have since received compliments from neighbours about the aesthetics of our new fence. We have always taken the effort to look after the City boulevard adjoining our property, including removing sidewalk snow even past the property line, both before and after the lease was signed.

When we applied for our lease in 2011, it was presented to us as a viable long-term solution to our unique situation. Should our RoW lease be terminated due to arbitrary actions, it would create a frustrating lack of consistency. We would greatly appreciate not having to endure another ordeal of fence construction only a few years after our last one.

Best,  
Jian Liu and Ping Dong



**Figure 1:** Google Street View imagery of the fence constructed by a previous homeowner, circa 2009. This is the earliest-available Street View imagery of our property.



**Figure 2:** DigitalGlobe satellite imagery, obtained using Google Earth, of the fence on the property, circa 2004, as constructed by a previous homeowner. One can make out that the backyard fence (boxed in red) originally ran right next to the sidewalk.



**Figure 3:** Google Street View imagery, circa 2015, of a City-constructed masonry wall facing Briarvale Rd., close to the corner with Briarvale Bay. This masonry wall is above 1.0 m in height, and runs extremely close to a sidewalk.

291-011-191  
x 4070-2

## Boulevard Lease Agreement

This Agreement made effective the 21<sup>st</sup> day of November, 2011.

Between:

**The City of Saskatoon**, a municipal corporation pursuant to the provisions of *The Cities Act*, S.S. 2002, Chapter C-11.1 (the "City")

- and -

**Jian Liu and Ping Dong**, both of the City of Saskatoon, in the Province of Saskatchewan (the "Lessees")

Whereas the Lessee occupies:

Parcel Number:

Title Number:

Legal Description:

As described on Certificate of Title

which land is commonly known as Braemar Crescent, and is immediately adjacent to the land which is the subject of this Agreement;

Whereas the Lessees are prepared to be bound by this Agreement and to perform the covenants contained in this Agreement;

The parties agree as follows:

### Purpose

1. The Lessees wish to lease that portion of a City boulevard as shown outlined on the attached Schedule "A" (the "Land") for the purposes of expanding the yard at Braemar Crescent to enclose trees and install an air conditioner. This document is the Lease Agreement.

### Grant of Lease

2. In consideration of the rents, covenants, conditions and agreements contained in this Agreement, the City leases the Land to the Lessees.

### **Term**

3. The term of this Agreement is 5 years commencing November 21, 2011 and ending November 21, 2016 (the "Term"), which Term may be extended for a further 5 years subject to the parties reaching agreement on rent.

### **Rent**

4. The Lessees shall pay rent to the City in advance on or before the 21st day of November of each year in the amount of \$[REDACTED] per annum, plus Goods and Services Tax ("GST").

### **Lessee's Covenants**

5. The Lessees hereby covenant with the City:
  - (a) to pay the rent reserved on the days and in the manner aforesaid without any deduction or abatement whatsoever;
  - (b) to install fencing or curbing, straight faced or angled to prevent vehicle access between the street and the leased area, 1.7 metres from the face of the curb, except at permitted driveways;
  - (c) to ensure that access to the Land is provided only from the Lessees' adjacent property;
  - (d) to use the Land only for the purpose of increasing yard area;
  - (e) to ensure that no permanent structure is constructed or placed on the Land;
  - (f) upon termination of the lease, to return the Land to its pre-lease condition;
  - (g) not to sublet the demised Land or any portion thereof or assign this Agreement or part with the possession of the demised Land without first obtaining the written consent of the City;
  - (h) to maintain the demised Land in a clean, tidy, sanitary and safe condition at all times, and not permit garbage or waste to accumulate on or about the demised Land;

- (i) to permit the City by its servants or agents at all reasonable times to have a full and free access to any and every part of the demised Land, to view the state of repair and for any other reasonable grounds;
- (j) to indemnify and save the City harmless from any and all liability, damage, expense, cause of action, suits, claims or judgments arising from injury to person or property on the demised Land or arising either directly or indirectly by virtue of the Agreement;
- (k) to maintain and keep in force during the term of this Agreement, general liability insurance in an amount not less than \$2,000,000.00 in a form satisfactory to the City which will name the City as an additional insured. The Lessee will provide proof of such insurance to the City at the beginning of the term of the Agreement;
- (l) at the Lessees' own cost and expense to comply with the requirements of every applicable bylaw, statute, law or ordinance, and with every applicable regulation or order with respect to the condition, equipment, maintenance, use or occupation of the demised Land; and
- (m) to maintain the Land at the Lessees' own cost and expense and be responsible for all snow removal.

### **Re-Entry by City**

6. If the rent or any part of the rent payable under this Agreement is unpaid for 30 days after becoming payable (whether formally demanded or not), or if any covenant in this Agreement is not performed or observed or if the Lessees abandon the Land, the City may re-enter upon the Land and this Agreement will be automatically terminated. The termination will not affect the City's other rights under this Agreement.

### **Termination**

7.
  - (1) The City may terminate this Agreement if the Land is required for future road development by providing the Lessee with 30 days written notice of its intention to do so.
  - (2) The parties may terminate this Agreement upon breach of the terms by the Lessees.



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **2019 Annual Appointments – Boards, Commissions and Committees**

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

That the recommended appointments to Boards, Commissions and Committees and any further direction, as noted by the City Clerk and attached to this report, be approved.

#### **History**

Each year, the City of Saskatoon invites applications to fill vacancies on its various boards and committees. Advertising was placed in the local press on September 15 and 16, 2018, as well as on the City's website, supplemented by social media. A Citizens' Appointment Book was distributed to the Saskatoon Public Libraries, civic facilities and to various locations in City Hall. Applications were accepted online until October 5, 2018 and the attached recommendations are for City Council's consideration.

#### **Attachment**

Recommendations of the Governance and Priorities Committee - 2019 Annual Appointments to Boards, Commissions and Committees

## **2019 Annual Appointments to Boards, Commissions and Committees (File No. CK. 225-1 x 175-1)**

### **Recommendations from the Governance and Priorities Committee (October 15, 2018) to City Council November 19, 2018**

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

1. That Councillor Hilary Gough be appointed as a non-voting resource member on the DEIAC for the Council term; and
2. That the following, including former members of the former Cultural Diversity and Race Relations Committee (CDRR), be appointed to the DEIAC (carry forward current terms of CDRR members; one additional member to be phased out through attrition):

#### **To the end of 2019:**

- Mr. Chris Sicotte, Citizen
- Ms. Nicole Quewezance, Ministry of Social Services
- Mr. Howard Sangwais, Ministry of Corrections & Policing

#### **To the end of 2020:**

- Dr. Jaris Swidrovich, Citizen
  - Ms. Amanda Guthrie, Citizen
  - Ms. Namarta Kochar, Citizen
  - Ms. Elora Stuart, Citizen
  - Ms. Shirley Ross, Citizen
  - Ms. Maria Soonias, Citizen
  - Mr. Rashid Ahmed, Citizen
  - Ms. Julie Yu, Citizen
  - Mr. Jamal Tekleweld, Citizen
  - Mr. Darryl Isbister, Board of Education, Saskatoon Public Schools
  - Ms. Cornelia Laliberte, Board of Education, Greater Saskatoon Catholic Schools
  - Mr. Russell McAuley, Saskatchewan Intercultural Association
  - Dr. Julie Kryszanowski, Saskatchewan Health Authority
  - Supt. Brian Shalovelo, Saskatoon Police Service
3. That the City Clerk follow up with the Open Door Society as to its representation on DEIAC.

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

1. That Councillor Cynthia Block be appointed as a non-voting resource member on the Municipal Heritage Advisory Committee for the Council term;
2. That the following be appointed and reappointed to the Municipal Heritage Advisory Committee to the end of 2020:
  - Mr. Dwayne Lasas, Saskatchewan Indigenous Cultural Centre

- Ms. Paula Lichtenwald, Tourism Saskatoon
  - Mr. Randy Pshebylo, Riversdale BID
  - Mr. Andrew Wallace, Saskatchewan Association of Architects
  - Ms. DeeAnn Mercier, Broadway BID
  - Mr. Lloyd Moker, Sutherland BID
  - Mr. James Scott, 33<sup>rd</sup> Street BID
  - Ms. Lenore Swystun, Saskatoon Heritage Society; and
3. That the City Clerk re-advertise for the three remaining vacancies on the Committee (Youth and First Nations or Métis Community representatives).

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

1. That Councillor Mairin Loewen be appointed as a non-voting resource member on the Public Art Advisory Committee for the Council term;
2. That the following be appointed and reappointed to the Public Art Advisory Committee to the end of 2020:
  - Ms. Sasha Chilibeck, Citizen
  - Ms. Muveddet Al-Katib, Citizen
  - Ms. Joan Borsa, Citizen
  - Ms. Gale Hagblom, Citizen
  - Mr. Jeremy Morgan, Citizen
  - Ms. Tamara Rusnak, Citizen
  - Ms. Barbara Stehwien, Citizen; and
3. That the City Clerk re-advertise for the three remaining vacancies on the Committee (one Citizen and two First Nations or Métis Community representatives).

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

1. That Councillor Bev Dubois be reappointed as a non-voting resource member on the Saskatoon Accessibility Advisory Committee for the Council term;
2. That the following be appointed and reappointed to the Saskatoon Accessibility Advisory Committee to the end of 2020:
  - Ms. Colette Warlow, Citizen
  - Ms. Mercedes Montgomery, Saskatoon Council on Aging
  - Ms. Laurel Scott, Spinal Cord Injury Saskatchewan
  - Ms. Chelsea Wisser, North Saskatchewan Independent Living Centre;
3. That the City Clerk re-advertise for the three remaining vacancies on the Committee (Citizen, Youth and Senior representatives); and
4. That the City Clerk follow up with the Canadian National Institute for the Blind (CNIB) and the Saskatchewan Deaf and Hard of Hearing Services as to its representatives.

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

1. That Councillor Sarina Gersher be reappointed as a non-voting resource member on the Saskatoon Environmental Advisory Committee for the Council term;
2. That the following be appointed and reappointed to the Saskatoon Environmental Advisory Committee to the end of 2020:
  - Ms. Sydney Boulton, Citizen
  - Ms. Erin Akins, Citizen

- Ms. Aditi Garg, Citizen
  - Mr. Brian Sawatzky, Citizen
  - Ms. Andrea Lafond, Meewasin Valley Authority;
3. That the City Clerk follow up with the Ministry of Environment as to its representative; and
  4. That the City Clerk re-advertise for the one remaining vacancy on the Committee (First Nations or Métis Community representative).

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

1. That the following be appointed and reappointed to the Albert Community Centre Management Committee for 2019:
  - Councillor Cynthia Block
  - Mr. Garry Ayotte, Citizen
  - Ms. Elizabeth Gueguen, Citizen
  - Ms. Lisa Kirkham, Varsity View Community Association
  - Mr. Grant Whitecross, Nutana Community Association
  - Mr. Dean Boyle, City employee designate; and
2. That the City Clerk re-advertise for the one remaining Citizen vacancy on the Committee.

**Civic Naming Committee (File No. CK. 225-66)**

That consideration of appointments to the Civic Naming Committee be deferred to the December 2018 meeting of the Governance and Priorities Committee.

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

That the following be reappointed to the Corman Park-Saskatoon District Planning Commission for 2019:

- Councillor Zach Jeffries
- Councillor Bev Dubois
- Mr. Bruce Richet, Citizen
- Mr. Brad Sylvester, Citizen; and
- Mr. John Waddington, Joint Appointee

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

1. That consideration of appointments to the Marr Residence Management Board be deferred to the December 2018 meeting of the Governance and Priorities Committee; and
2. That the City Clerk re-advertise for the two vacancies on the Board.

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

1. That Councillor Mairin Loewen be reappointed to the Municipal Planning Commission for 2019; and
2. That the following be appointed and reappointed to the Municipal Planning Commission to the end of 2020:
  - Ms. Chelsea Parent, Citizen
  - Mr. Brent Kobes, Citizen

- Mr. Naveed Anwar, Citizen
- Mr. Robin Mowat, Citizen
- Mr. Francois Rivard, Board of Education, Greater Saskatoon Catholic Schools

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

That consideration of appointments to the Municipal Review Commission be deferred to the December 2018 meeting of the Governance and Priorities Committee.

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

That the following be appointed and reappointed to the Social Services Subcommittee for 2019:

- Mr. Om Kochar, Citizen
- Ms. Janet Simpson, Board of Education for Saskatoon Public Schools
- Mr. Brad Bird, United Way
- Mr. Peter Wong, Ministry of Social Services

**Board of Police Commissioners (File No. CK. 175-23)**

That the following be appointed and reappointed to the Board of Police Commissioners for 2019:

- Councillor Randy Donauer
- Councillor Mairin Loewen

*Citizen (re)appointments will be considered at a future meeting.*

**Centennial Auditorium & Convention Centre Corporation Board of Directors  
(TCU Place) (File No. CK. 175-28)**

That consideration of (re)appointments to the Centennial Auditorium & Convention Centre Corporation (TCU Place) Board of Directors be deferred to the December 2018 meeting of the Governance and Priorities Committee.

**Remai Modern Art Gallery of Saskatchewan and Saskatoon Gallery and  
Conservatory Corporation (Mendel Art Gallery) Board of Trustees (File No. CK.  
175-27)**

That consideration of (re)appointments to the Remai Modern Art Gallery of Saskatchewan and Saskatoon Gallery and Conservatory Corporation (Mendel Art Gallery) Board of Trustees be deferred to the December 2018 meeting of the Governance and Priorities Committee.

**Saskatoon Public Library Board (File No. CK. 175-19)**

That Councillor Hilary Gough be reappointed to the Saskatoon Public Library Board for 2019.

*Citizen (re)appointments will be considered at a future meeting.*

**Saskatchewan Place Association Inc. (SaskTel Centre) Board of Directors (File No. CK. 175-31)**

That consideration of (re)appointments to the Saskatchewan Place Association Inc. (SaskTel Centre) Board of Directors be deferred to the December 2018 meeting of the Governance and Priorities Committee.

**Board of Revision / License Appeals Board (File Nos. CK. 175-6 and 175-56)**

That the following be appointed and reappointed to the Board of Revision and License Appeals Board to the end of 2019:

- Ms. June Bold, Citizen
- Mr. Cameron Choquette, Citizen
- Mr. Adrian Deschamps, Citizen
- Mr. Marvin Dutton, Citizen
- Ms. Lois Lamon, Citizen
- Mr. Randy Pangborn, Citizen
- Mr. Asit Sarkar, Citizen
- Ms. Karishma Sheth, Citizen
- Mr. Satpal Viridi, Citizen
- Ms. Madasan Yates, Citizen

**City Mortgage Appeals Board / Access Transit Appeals Board (File Nos. CK. 175-54 and 225-67)**

That consideration of (re)appointments to the City Mortgage Appeals Board and Access Transit Appeals Board be deferred to the December 2018 meeting of the Governance and Priorities Committee.

**Development Appeals Board (File No. CK. 175-21)**

That Ms. Leanne DeLong (Citizen) be reappointed to the Development Appeals Board to the end of 2020.

**Property Maintenance Appeals Board / Fire Appeals Board / Private Swimming Pools Appeals Board / Environmental Management Appeals Board (File Nos. CK. 225-54 and 175-52)**

That the following be reappointed to the above Appeals Boards to end of 2020:

- Mr. Roy Fleming, Citizen
- Mr. Ian Oliver, Citizen

**33rd Street Business Improvement District Board of Management (File No. CK. 175-59)**

That the following be appointed and reappointed to the 33rd Street Business Improvement District Board of Management for 2019:

- Councillor Mairin Loewen
- Councillor Darren Hill (transitioning off the Board in 2019)

**Broadway Business Improvement District Board of Management  
(File No. CK. 175-47)**

That Councillor Cynthia Block be reappointed to the Broadway Business Improvement District Board of Management for 2019.

**Canadian Urban Transit Association Board (File No. CK. 225-1)**

That the following be nominated for (re)appointment to the Canadian Urban Transit Association Board for 2019:

- Councillor Sarina Gersher
- Councillor Bev Dubois

**Cheshire Homes (Management) Board of Directors (File No. CK. 225-64)**

That consideration of appointment to the Cheshire Homes Board of Directors be deferred to the December 2018 meeting of the Governance and Priorities Committee.

**Downtown Saskatoon Board of Management (File No. CK. 175-48)**

That Councillor Cynthia Block be reappointed to the Downtown Saskatoon Board of Management for 2019.

**Federation of Canadian Municipalities National Board of Directors and  
Standing Committees (File No. CK. 155-2)**

1. That Councillor Darren Hill be nominated to put his name forward for election to the Federation of Canadian Municipalities National Board of Directors for 2019; and
2. That all City Councillors be nominated to apply for appointment to the Federation of Canadian Municipalities Standing Committees.

**International Council for Local Environmental Initiatives - Local Governments for  
Sustainability (ICLEI) (File No. CK. 155-22)**

That Councillor Sarina Gersher be nominated for reappointment as Saskatoon City Council's representative on the International Council for Local Environmental Initiatives for 2019.

**Leadership in Brownfield Renewal Program (LiBRe) (File No. CK. 155-2)**

That Councillor Sarina Gersher be reappointed Saskatoon City Council's Brownfields Champion for 2019.

**Meewasin Valley Authority - City Representatives (File No. CK. 180-6)**

The following be appointed and reappointed as Meewasin Valley Authority – City Representatives for 2019:

- Councillor Bev Dubois
- Councillor Sarina Gersher
- Councillor Zach Jeffries

**North Central Transportation Planning Committee (File No. CK. 155-10)**

That the City of Saskatoon maintain its membership without active membership on the Committee in 2019.

**Partners for the Saskatchewan River Basin (File No. CK. 225-64)**

That Ms. Brenda Wallace, Director of Environmental & Corporate Initiatives be nominated for reappointment to the Partners for the Saskatchewan River Basin for 2019.

**Regional Oversight Committee (File No. CK. 225-82)**

That the following be reappointed to the Regional Oversight Committee for 2019:

- Mayor Charlie Clark
- Councillor Randy Donauer
- Councillor Zach Jeffries

**Riversdale Business Improvement District Board of Management (File No. CK. 175-49)**

That Councillor Hilary Gough be reappointed to the Riversdale Business Improvement District Board of Management for 2019.

**Saskatchewan Assessment Management Agency (SAMA) - City Advisory Committee (File No. CK. 180-11)**

That the following be nominated for reappointment to the Saskatchewan Assessment Management Agency – City Advisory Committee for 2019:

- Councillor Bev Dubois
- Ms. Darcy Huisman, City Assessor, Corporate Revenue
- Mr. Mike Voth, Director of Corporate Revenue (Observer)

**Saskatchewan Urban Municipalities Association (SUMA) Board of Directors – City Representatives (File No. CK. 155-3)**

That the following be nominated for reappointment to the Saskatchewan Urban Municipalities Association Board of Directors for 2019:

- Councillor Darren Hill
- Councillor Randy Donauer
- Councillor Bev Dubois (Alternate)

**Saskatoon Airport Authority - Community Consultative Committee and/or Customer Service Working Group (File No. CK. 175-43)**

That Councillor Troy Davies be nominated for reappointment as a member of the Saskatoon Airport Authority Community Consultative Committee and Customer Service Working Group throughout a term expiring at the conclusion of the 2020 Public Annual Meeting of the Corporation.

**Saskatoon Housing Initiatives Partnership (SHIP) (File No. CK. 155-1)**

That Councillor Hilary Gough be nominated for reappointment to the Saskatoon Housing Initiatives Partnership for 2019.

**Saskatoon Ideas Inc. Board of Directors (File No. CK. 600-3)**

That Councillor Hilary Gough be reappointed to the Saskatoon Ideas Inc. Board of Directors for 2019.

**Saskatoon Prairieland Exhibition Corporation - City Representatives (File No. CK 175-29)**

That Councillor Troy Davies be nominated for reappointment to the Saskatoon Prairieland Exhibition Corporation for 2019.

**Saskatoon Regional Economic Development Authority (File No. CK. 175-37)**

That the following be nominated for (re)appointment to the Saskatoon Regional Economic Development Authority for 2019:

- Councillor Sarina Gersher
- Councillor Darren Hill

**South Saskatchewan River Watershed Stewards Inc. (File No. CK 225-1)**

That Councillor Randy Donauer be nominated for appointment to the South Saskatchewan River Watershed Stewards for 2019.

**Sutherland Business Improvement District Board of Management (File No. CK. 175-50)**

That Councillor Zach Jeffries be reappointed to the Sutherland Business Improvement District Board of Management for 2019.

**Tourism Saskatoon Board of Directors (File No. CK. 175-30)**

That the following be nominated for reappointment to the Tourism Saskatoon Board of Directors for 2019:

- Councillor Bev Dubois
- Councillor Ann Iwanchuk

**Wanuskewin Heritage Park Board of Directors (File No. CK. 175-33)**

That Councillor Zach Jeffries be reappointed to the Wanuskewin Heritage Park Board of Directors for 2019.

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

1. That Mr. Marno McInnes be appointed to the Firefighters' Pension Fund Trustees, effective immediately; and
2. That Ms. Kari Smith and Mr. Daryl Campbell be reappointed City Observer Representatives to the Firefighters' Pension Fund Trustees for 2019.

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

1. That Mr. Marno McInnes be appointed Trustee for the Saskatoon Fire Fighters' Pension Plan (New Plan) for a 3-year term expiring December 31, 2021, effective immediately;
2. That Councillor Bev Dubois be appointed Trustee for the Saskatoon Fire Fighters' Pension Plan (New Plan) for a term expiring December 31, 2019; and
3. That Ms. Kari Smith and Mr. Daryl Campbell be reappointed City Observers for the Saskatoon Fire Fighters' Pension Plan (New Plan) for 2019.

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

That no appointments be made to the Pension Benefits Committee at this time.

## GOVERNANCE AND PRIORITIES COMMITTEE

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### TCU Place / SaskTel Centre Market Analysis

#### Recommendation of the Committee

1. That the Administration be directed to include a future Arena/convention centre when planning the future of Saskatoon's Downtown;
2. That the focus of the planning work include consideration of an entertainment district, not just an arena and/or convention facility;
3. That the Administration report back on terms of reference for a process for identifying the best location for a future entertainment district and how it would fit into a wider vision for a strong downtown for the future;

That this process include strategic stakeholder engagement with community partners including consideration of:

- o Demands on Infrastructure
  - o Transit
  - o Parking
  - o Future residential growth
  - o Optimal location in relation to other key destination in the downtown including
    - o River Landing
    - o Midtown Plaza,
    - o North Downtown
    - o All Business Improvement Districts
    - o Adjacent residential neighbourhoods
    - o Greater Saskatoon Chamber of Commerce
    - o NSBA;
4. That one of the overall principles be to seek approaches that minimize the reliance on Property taxes to pay for this arena; and
  5. That the approach also recognize that while the City of Saskatoon has a leadership role, it will take collaboration with stakeholders and the community as a whole to come up with the best solution.

#### History

The Governance and Priorities Committee, at its meeting held on November 13, 2018, further considered the above matter and received for information two reports from the Administration, as attached.



## GOVERNANCE AND PRIORITIES COMMITTEE

Your Committee received presentations from Mr. Will Lofdahl, SaskTel Centre, and Mr. Randy Pshebylo, Riversdale Business Improvement District. Mr. Lofdahl indicated that it is critical to plan for the future of these types of facilities given the competitive nature of the business and urged Committee to continue to work for a long-term plan. Mr. Pshebylo expressed the importance of the location of TCU Place to the Riversdale Business Improvement District and requests that if City Council determines a centrally located facility, that the BID be included in the discussions. Committee also received a letter submitting comments from Mr. Wayne Neff (Attachment 3).

In addition to the recommendations put forward above, your Committee requested the Administration to report back to Council on a process to provide City Council with an opportunity to engage in a prioritization activity and financial overlook of potential capital pressures.

### **Attachment(s)**

1. Report of the CFO/General Manager, Asset and Financial Management Department dated November 13, 2018 – ‘Financing Options New or Renovated Arena and Convention Centre’
2. Report of the General Manager, Community Services Department dated November 13, 2018 – ‘Considerations for the TCU Place and SaskTel Centre Project’
3. Letter submitting comments – Wayne Neff, dated November 8, 2018

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## **Admin Report - Financing Options\_New or Renovated Arena\_Convention Centre.docx**

### **Recommendation**

That the report of the CFO/General Manager, Asset and Financial Management Department, dated November 13, 2018, be received as information.

### **Topic and Purpose**

The purpose of this report is to provide information to the Governance and Priorities Committee on the financing options available for a potential new or renovated arena and convention centre. It is not intended to provide a funding strategy for such a project, but to provide high-level information regarding what may or may not be possible. In addition, this report considers other similar major projects and the funding models for information.

### **Report Highlights**

1. In cities without National Hockey League or major league professional teams, on average, about 60% of the funding for arenas or stadiums since 2005 has been funded by the municipality.
2. A number of convention centres have been built in Canada since 2010, and on average, about 25% of the funding came from the municipality.
3. Funding of large arena, stadium or convention centre projects include various sources of funds; however, borrowing remains the largest component.
4. The consultant's report from the study commissioned by the Boards of TCU Place and SaskTel Centre identified several approaches that have been used to augment public-sector funding for new/expanded venues which may or not be possible in the current legislative environment in Saskatchewan.

### **Strategic Goals**

This report touches on many of the Strategic Goals including Asset and Financial Sustainability, Quality of Life, and Economic Diversity and Prosperity.

### **Background**

TCU Place and SaskTel Centre serve the population of Saskatoon and visitors to the city, and are nearing the end of their useful lives. The Boards of TCU Place and SaskTel Centre jointly commissioned a study to complete a building condition assessment as well as an over-arching market, financial and economic analysis with options for expanded or new venues.

When considering the findings of the study that were presented on March 19, 2018, the Governance and Priorities Committee resolved that the Administration report back with respect to its perspective on this matter.

In the discussion at that meeting, it was suggested that financing options be presented by the Administration, but not a specific strategy, in order to understand what might be possible to limit the impact on the property tax.

In regard to the findings of the study, the consultant recommended replacement of these facilities on a downtown site rather than renovation of existing facilities in their current locations. The study also concluded that demand exists to support future operations of both TCU Place and SaskTel Centre but likely not at levels exceeding, in any meaningful way, the current demand.

The study identified the Saskatoon downtown core to be the ideal location for new or expanded venues, and estimated the capital costs associated with the downtown location (assuming development of both the arena and convention centre) range from \$330M to \$375M.

In terms of renovation, the consultant estimated that \$101M would be required to renovate the existing SaskTel Centre at its current location; however, the cost for total renovation of TCU Place was not provided by the consultant. The consultant assumed TCU Place would remain at its current location and only estimated the necessary repairs and modernization of the theatre at about \$18.5M. Therefore, a comparison of total cost of replacement of both facilities to renovation of both facilities was not available in the consultant's report but it would be assumed to be significant.

## **Report**

This report focuses mainly on the available options for funding such a project(s) and is not meant to recommend a specific funding plan or strategy.

### Comparisons of Major Canadian Arena or Convention Centre Projects

There have been a variety of arena or convention centre projects in Canada over the past number of years, which are identified in the report commissioned by the Boards. In Section 9 of the report, a one-page summary compares these projects (Attachment 1). It should be noted that the debt column is blank in this table. However, in order to use tax incremental funding (TIF), ticket surcharges or other taxes to fund the project, debt is required for the capital expenditure and then these sources of revenue are used to repay the debt. In discussions with the consultant, the debt column should have been relabeled as property taxes.

The study reported that for most part, funds for major sports arenas and convention centres, with the exception of a few National Hockey League (NHL) arenas, come from one or more levels of government. Arenas and stadiums have most often been funded at the local and provincial level, with limited federal involvement (except where an international sporting event such as Olympic and Pan Am Games are involved). This approach differs markedly from that in the United States where the majority of similar

venues have been principally funded through public bond offerings, except in the cases of venues with professional sports teams.

Canada's larger convention centres, such as in Toronto, Montreal and Vancouver, are provincially owned and majority financed. Smaller and mid-scale convention centres, including Regina, Calgary and Edmonton, are generally a municipal responsibility.

Based on the consultant's data, there is a significant difference in the municipal share of funding for arenas in cities with NHL teams compared to cities without NHL or major professional teams. On average, about one third of the funding comes from the municipality, and in three of the larger cities in Canada (Vancouver, Montreal and Ottawa), there was no municipal funding (see table below).

Name	City	Year	City	Prov	Fed	Private	Total	City %
<b>NHL Cities:</b>								
MTS Centre	Winnipeg	2004	40.5	0.0	0.0	93.0	133.5	30.3%
Saddledome Calgary	Calgary	1993	31.5	31.5	34.7	0.0	97.7	32.2%
Rogers Centre (GM Place)	Vancouver	1995	0.0	0.0	0.0	160.0	160.0	0.0%
Bell Centre (Molson Centre)	Montreal	1996	0.0	0.0	0.0	270.0	270.0	0.0%
Canadian Tire Centre (Corel)	Ottawa	1996	0.0	27.0	0.0	143.0	170.0	0.0%
Rogers Place	Edmonton	2016	351.0	0.0	0.0	132.5	483.5	72.6%
			<b>423.0</b>				<b>1,314.7</b>	<b>32.2%</b>
<b>Non-NHL Cities</b>								
Videotron Centre	Quebec City	2015	185.0	185.0	0.0	0.0	370.0	50.0%
Tim Hortons Field	Hamilton	2015	54.3	22.3	69.1	0.0	145.7	37.3%
Mosaic Stadium	Regina	2017	173.0	80.0	0.0	25.0	278.0	62.2%
Save-On Foods Arena	Victoria	2005	28.0	0.0	0.0	0.0	28.0	100.0%
WCFU Centre	Windsor	2008	60.1	0.0	0.0	0.0	60.1	100.0%
TBD	Moncton	2018	92.0	21.0	0.0	0.0	113.0	81.4%
			<b>592.4</b>				<b>994.8</b>	<b>59.5%</b>
<b>Renovation Projects Only</b>								
BMO Field	Toronto	2007	9.8	8.0	27.0	18.0	62.8	15.6%
TD Place	Ottawa	2015	130.0	0.0	0.0	0.0	130.0	100.0%
<b>Convention Centres</b>								
International Trade Centre	Regina	2017	15.0	11.0	11.0	0.0	37.0	40.5%
Vancouver Convention Centre	Vancouver	2010	120.0	540.0	222.0	0.0	882.0	13.6%
Shaw Centre	Ottawa	2011	81.0	60.0	50.0	0.0	191.0	42.4%
Scotiabank Convention Centre	Niagara Falls	2011	30.0	35.0	35.0	0.0	100.0	30.0%
RBC Convention Centre	Winnipeg	2016	84.0	51.0	47.0	0.0	182.0	46.2%
Halifax Convention Centre	Halifax	2018	58.9	58.9	51.4	0.0	169.2	34.8%
			<b>388.9</b>				<b>1,561.2</b>	<b>24.9%</b>

The most recent major project that has garnered attention is Rogers Place in Edmonton. While the consultant only shows \$81M as municipal funding, an additional \$270M identified as TIF and ticket surcharges still need to be considered municipal funding in which debt is required for the capital expenditure and these sources of revenue are used for repayment of this debt. It is true that no existing or new property taxes are required for the repayment of the \$270M; however, it is the City of Edmonton or its controlled corporation that controls and approves the use of incremental property taxes of \$145M resulting from the new development for the repayment of the debt, as well as \$125M in ticket surcharges over a period of 30 years.

In cities without NHL or major league professional teams, on average, about 60% of the funding for arenas or stadiums since 2005 has been by the municipality. Two of the main reasons for this is the lack of key major tenants such as a professional team or the lack of federal government funding for such projects. Even under the new federal infrastructure funding programs, arenas and stadiums are not an eligible project for use of these funds. This shifts the burden to the provincial and municipal levels of government for capital funding or other sources.

A number of convention centres have been built in Canada since 2010, and on average, about 25% of the funding for these projects comes from the municipality. The other levels of government are more likely to contribute to these projects since there is more of a perceived community and social benefit from such facilities, and generally, these facilities are not significant profit generators. Of the six convention centres identified in the consultant's report, the funding between the three levels of government are very close to being equal. There are no private contributions for such facilities.

One combined arena and convention centre project to take a closer look at is south of the border in Des Moines, Iowa. It is a joint arena/convention centre facility in a city that does not have a major professional sports team. The city's population is nearly 218,000; however, the metropolitan area has nearly 635,000 people. Its sports teams include an American Hockey League team, a National Basketball Association G League team (minor NBA team) and an indoor Arena Football League team.

In conversation with Polk County officials, the majority of the \$217M project was financed through debt (bonds). However, the County is in a unique situation where it owns land on which a casino operates and receives a share of profit which is being used as a repayment stream on the debt. Therefore, property tax increases were not required for the debt repayment. In terms of operating, similar to Saskatoon, most of the revenues generated from the arena comes from concerts and not their sports teams. The arena does generate enough annual profit to offset operating losses on its convention centre.

#### Funding Options Discussion

Funding of large arena, stadium or convention centre projects includes various sources; however, borrowing remains the largest component. The principal and interest to repay these loans are raised through existing, or most often increased or new dedicated taxation, or taxes on hotel room stays, rental cars, taxis, etc. The approach to raising capital funds through increases to general sales tax or hotel taxes also permits the creation of reserve funds in jurisdictions where this is allowed. The discussion that follows considers what may or may not be possible in Saskatoon's situation.

The consultant's report identified several other approaches that have been used to augment public-sector funding for new/expanded venues. However, most of these are related to borrowing and how to repay the debt such as:

- ticket surcharges;
- tax incremental financing;
- business improvement levies;

- tourism taxes; and
- naming rights/sponsorship.

#### Ticket Surcharges (Amusement Taxes)

Currently in Saskatchewan, a municipality cannot charge an indirect tax (such as PST or GST) unless the particular type of tax is specifically permitted within legislation. An amusement tax would be considered an indirect tax. *The Cities Act* (the “Act”) permits this type of revenue collection.

The *Act* provides the City with broad authority to, by bylaw, charge an amusement tax. The tax can be targeted to a particular venue and may be a set amount or vary as a percentage of the ticket price. Given the wording of the *Act*, it would be possible to have a ticket surcharge for events at one facility.

For example, the City of Regina instituted an amusement tax on tickets for the new Mosaic Stadium and imposed a \$12 facility fee per game ticket. This is projected to provide a revenue stream of \$100M towards the facility over the span of 30 years.

#### Tax Incremental Financing (TIF)

The *Act* provides that the City can establish, by bylaw, a TIF program that would encourage investment or development in a specific area. This section is relatively new to the *Act* being brought into force in 2007. Saskatchewan legislation provides an expansive definition of what the funds could be used for and a new arena/convention centre facility would qualify for a TIF program.

As per Section 281.1 of the *Act*, the program would define the boundaries of a geographical area and essentially set a baseline of the property taxes levied in the area, and then for a set period of time, place the incremental taxes in a reserve that can be used to:

- (b)(i) benefit the area by acquiring, constructing, operating, improving and maintaining works, services, facilities and utilities of the city;
- (ii) repay borrowings associated with activities undertaken pursuant to subclause (i);
- (iii) fund a financial assistance program for persons who invest in developing or constructing property in the area; or
- (iv) give financial assistance to persons who invest in developing or constructing property in the area; or
- (c) for any other matter consistent with the purpose of the program that the council considers necessary or advisable.

This is a valuable tool for brownfield areas that need redevelopment as the incremental assessment values from the redevelopment and associated taxes have the greatest opportunity for growth. Using this tool in an area that has already undergone a significant amount of redevelopment in the surrounding area may not be as beneficial as the redevelopment has already occurred; therefore, there is less opportunity to capitalize on further development.

In Alberta, the Community Revitalization Levy (CRL) is exactly the same as a TIF. However, there is one key advantage that the CRL has over the Saskatchewan TIF, namely, the Alberta CRL enables the full amount of incremental property taxes levied to be used to help pay for the redevelopment. The Saskatchewan legislation appears to limit the incremental property taxes levied to just the municipal portion, which is only about 45% of the total. This obviously increases the time to collect the same amount of funds by over double the period compared to the CRL. A legislative amendment to the *Act* would be required in order to include the education and/or library portions of the property tax to the TIF program. Without this additional portion of taxes in the TIF program, the financing business case is significantly weakened.

#### Adding Levies to a Business District

The ability to impose a levy on a business district is prescribed by Section 26 of the *Act* and is somewhat limiting. Section 26 provides that the revenue and expenditure estimates of the Business Improvement District (BID), once approved by City Council, constitute the 'requisition' of the BID. Also, the foundational bylaw for each BID provides a limit on what they can do in the purpose statement. Basically, the permitted expenses are set out. It is interesting that the Downtown BID can contribute to a downtown revitalization project, so presumably part of the levy or requisition could be used for a new facility if the BID wanted to contribute in this way. The Riversdale BID contains no such project in its purpose statement, and the bylaw would need to be amended to permit any such contribution.

The BIDs have not been consulted in advance of writing this report, and if any such program was further considered, this consultation would need to be undertaken.

#### Indirect Taxes (e.g., Tourism Taxes, Consumption Taxes)

In provinces with legislated hotel taxes, portions of these funds have been diverted to capital cost. For example, Tourism Vancouver, the recipient of hotel tax revenue in the city, committed to an annual funding stream as part of the Vancouver Convention Centre capital commitments.

With respect to Saskatchewan, indirect taxes are currently not allowed under the *Act*. New municipal indirect or consumption taxes such as a food and beverage tax, tourist tax, hotel tax or taxes on rental vehicle or taxis could not be imposed without an amendment to the *Act*.

With respect to hotels, Saskatoon currently has a voluntary destination marketing fee of 2% added to the hotel bill. These funds are used to promote Saskatoon through marketing and tourism campaigns, but there is no legislative foundation for this fee.

#### Naming Rights and Sponsorship Opportunities

This approach is more common for sports facilities than convention centres, but has recently become more common and may be in the range of \$200,000 to \$400,000 per annum. As identified by the consultant, major professional arenas command significant sums (with the recent Scotiabank/Maple Leaf Sports and Entertainment deal for \$800M setting a new standard). As stated in the consultant's report, "A more realistic expectation in smaller market communities ranges between \$300,000 and \$500,000."

In terms of capital contributions acquired through the sale of naming rights or other sponsor opportunities in Saskatoon, this can be done and is the approach that the Friends of the Bowl Foundation utilized for the revitalization of the Gordie Howe Bowl complex. Council Policy No. C09-028, Sponsorship, is currently being revised and modernized, but this work is in the preliminary stages. It includes the naming rights and other sponsorship sections. The intent of the policy revisions is to maximize revenue for various existing or prospective civic projects.

Currently, naming rights and sponsorships are in place with TCU Place and SaskTel Centre and are used to help offset annual operating expenses. Reallocating these to pay for capital or debt repayment adds pressure to the operating financial performance of these facilities.

It is also common in naming rights agreements to have a service element defined. For example, TCU Place has the name on the facility for a fee, but within the agreement, the venue is also expected to use the services of the sponsor.

Of interest, the new Mosaic Stadium financial plan for its construction attributed \$15M of the \$278M project to advertising and sponsorships, or \$500,000 per year.

#### Parking Revenues

Depending on the parking facilities or parking area, fees can be charged at different rates and used to help contribute to the repayment of capital debt. For example, this is being done for the River Landing Parkade where parking revenues, over and above the operating costs, are used to repay a portion of the debt of the parkade construction. There are no provisions within the *Act* that would limit the City's ability to do so, and could use revenue and direct it in any fashion that City Council deems appropriate. The one caveat is that at present, the BIDs receives a portion of this parking revenue and any changes to this would require a policy decision.

#### Other Options for Capital Funding

Other options for capital funding include upfront capital through a contribution from suppliers, which has been suggested by the consultant.

This approach provides the ability to have some of the capital expenditures attributable to a service provider or supplier (e.g., kitchens, bars, freezers, etc.) paid in advance, based on the anticipated revenue by suppliers to a convention centre or arena. This approach has been common for consumables (e.g., pouring rights), but less so for services such as telecommunications. While this is likely possible, ensuring a fair and equitable procurement process could be a challenge. This approach is a form of sponsorship but with a business agreement that would see the supplier obtaining a commitment of business from the new facility.

Attachment 2 also identifies additional options to consider for capital funding. Further investigation of these options would be required once direction has been determined on the future of the facilities, but include:

- tenant contributions (direct cash contribution);
- other government contributions;

- partnerships to co-develop;
- use of internal reserves;
- private donations and fundraising;
- reallocation of proceeds from the sale of existing land and buildings should they relocate; and
- use of Private-Public Partnerships (P3).

### Next Steps

As indicated in the consultant's report, both facilities are reaching the end of their useful lives and cost of maintenance, upgrades and replacement of aging or outdated building components and systems "appear to be increasing rapidly." Their ability to compete in the marketplace for events, conventions and concerts is of increasing concern.

The need to address some of these concerns, while not a critical point, will become increasingly important. This will require a decision to further invest in the existing facilities or make an investment in the replacement of the facilities at the same or alternative location. Once this decision is made, a great deal of work will be required to plan, fund and implement the update, and upgrade or replace these facilities.

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

The Chief Executive Officers of TCU Place and SaskTel Centre were consulted and involved in the preparation of this report.

### **Financial Implications**

Financial implications are included in the body of this report.

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

A report will be presented to the appropriate Standing Policy Committee or City Council as required.

### **Public Notice**

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

### **Attachments**

1. Comparative Data – Consultant's Report
2. Financing Options for the City of Saskatoon

### **Report Approval**

Written by: Kerry Tarasoff, CFO/General Manager, Asset and Financial  
Management Department

Approved by: Jeff Jorgenson, City Manager

# COMPARATIVE DATA

ATTACHMENT 1

The table below summarizes several Canadian arenas, stadia and convention centres, noting the total capital cost and source(s) of funds. The Other funding sources noted in the table are explained more fully on the following page.

**Capital Cost and Capital Sources: Selected Canadian Entertainment and Convention Venues (\$million)**

	City	Year	-----Public Sector-----			Private Sector	-----Other-----					Total
			City	Prov	Fed.		Debt	TIF	Ticket Surcharge	Tourism Tax	Other	
<u>Arenas/Stadia</u>												
MTS Centre	Winnipeg	2004	40.5 from 3 levels			93.0						133.5
Saddledome	Calgary	1993	31.5	31.5	34.7							97.7
Rogers Centre (GM Place)	Vancouver	1995				160.0						160.0
Bell Centre (Molson Centre)	Montreal	1996				270.0						270.0
Canadian Tire Centre (Corel)	Ottawa	1996		27.0		143.0						170.0
Rogers Place	Edmonton	2016	81.0			132.5		145.0	125.0			483.5
Videotron Centre	Quebec City	2015	185.0	185.0		TBD						370.0
BMO Field	Toronto	2007	9.8	8.0	27.0	18.0						62.8
TD Place	Ottawa	2015	130.0									130.0
Tim Hortons Field	Hamilton	2015	54.3	22.3	69.1							145.7
Mosaic Field	Regina	2017	73.0	80.0		25.0			100.0			278.0
Save-On Foods Arena	Victoria	2005	28.0									28.0
WCFU Centre	Windsor	2008	60.1									72.1
TBD	Moncton	2018	92.0	21.0								113.0
<u>Convention Centres</u>												
International Trade Centre	Regina	2017	11.0	11.0	11.0						4.0	37.0
Vancouver Convention Centre	Vancouver	2010		540.0	222.0					90.0	30.0	882.0
Shaw Centre	Ottawa	2011	40.0	60.0	50.0		40.0					190.0
Scotiabank Convention Centre	Niagara Falls	2011		35.0	35.0						30.0	100.0
RBC Convention Centre	Winnipeg	2016	51.0	51.0	47.0			33.0				182.0
Halifax Convention Centre	Halifax	2018	58.9	58.9	51.4							169.2

Source: HLT Advisory Inc. based on public sources and industry knowledge

Comparative Data - Consultant's Report

ATTACHMENT 1

## Financing Options for the City of Saskatoon

Debt Repaid By:	Possible	Need Legislative Changes	Ease to Implement	Issues to Consider
General Property Tax Increase	Yes	No	High	- Debt limit - Impact to credit rating - Impact to property tax burden
TIF (from Incremental Assessment)	Yes	Yes - for full taxes	High	- Ability to generate required taxes - Time required to raise funds - Only municipal portion can be used
Business Improvement Levy, or Tourist Marketing District	No	Yes	Medium	- Willingness of business to support - Debt still required using this source for repayment
Tourism Taxes – City Wide	No	Yes	Medium	- Willingness of business to support - Debt still required using this source for repayment
Sponsorship/Naming	Yes	No	High	- Already being used for operating - Debt still required using this source for repayment
Ticket Surcharges (Amusement Tax)	Yes	No	High	- Impact on events - Long-term commitment - Debt still required using this source for repayment
New Taxes – City (Sales, Alcohol, Rental Car Surcharge, Taxi Surcharge, Food/Bev Tax on Sales in District, etc.)	No	Yes	Low	- Difficult to get legislative changes - Political impacts - Debt still required using this source for repayment
Associated Incremental Revenues	Yes	No	High	- Parking fees - Leases - Debt still required using this source for repayment

Non-Debt Capital:	Possible	Need Legislative Changes	Ease to Implement	Issues to Consider
Tenant Contribution	Yes	No	High	- Significant commitment required - Longevity of team in existence
Other Government Contribution	Yes	No	High	- Availability of funding - Willingness to contribute
Codevelop Partners	Yes	No	Low	- Private funding likely focussed on complementary project
Upfront Contribution from Suppliers	Yes	No	High	- May not be significant
Internal Reserves	Yes	No	Low	- Development of new reserve difficult - Use of existing reserves limited
Private Donations/Fundraising	Yes	No	Low	- Difficult to solicit - Not likely to be significant enough
P3 – Requires Funding Plan	Yes	No	Medium	- May still require significant property tax increases to pay for annual payments - Impact to property tax burden unless other repayment options exist - Impact to debt limit as P3 debt is considered municipal debt - Impact to credit rating
Reallocation of Proceeds on Sale of Existing Land/Buildings	Yes	No	Low	- Dependent on location of new facility(ies)

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## **Admin Report - Considerations for TCU Place and SaskTel Centre Project.docx**

### **Recommendation**

That the report of the General Manager, Community Services Department, dated November 13, 2018 be received as information.

### **Topic and Purpose**

The purpose of this report is to provide the Administration's perspective with respect to the long-term strategic direction for the TCU Place and SaskTel Centre facilities.

### **Report Highlights**

1. This report has considered the design and infrastructure issues associated with the siting decision for new arena and convention centre facilities; no recommendations or conclusions pertaining to timing or funding are made in this report.
2. The City will be updating the City Centre Plan over the next 12 to 18 months, which will set in place a template for the future of the City Centre for decades to come. Whether or not a future arena will be located in the Downtown will be a significant consideration when planning Saskatoon's Downtown.
3. The Administration has reviewed the Analysis of New and/or Expanded Event and Convention Facilities in Saskatoon report from a city-building perspective. Considering all factors, the Administration concurs with and supports the recommendations of the report.
4. There is a potential for synergy between major facilities such as the arena and convention centre, and other Downtown amenities, including dining, hotels, and retail.
5. Further analysis of Downtown infrastructure, including roads, parking, water and sewer, will need to be undertaken to understand the effects of new facilities and mitigate potential impacts.
6. Siting a new arena and replacing the convention centre in the Downtown would be a catalyst for further Downtown development. Priority and timing will be weighed against other community goals in future years.
7. The opportunity presented by pursuing these facilities should include careful consideration of the impacts and mitigating efforts that will be required.

### **Strategic Goal(s)**

This report supports City Council's priority of Downtown Development, along with the Strategic Goals of Economic Diversity and Prosperity, and Sustainable Growth.



## Background

In April 2016, Governance and Priorities Committee received a presentation from Mr. Will Lofdahl, CEO, SaskTel Centre, on the state of the facility and the industry. Mr. Lofdahl advised that a market analysis would be conducted to assist in determining the future of the arena. TCU Place was added to the market analysis following the meeting.

At its March 19, 2018 Governance and Priorities Committee meeting, Committee received a presentation of the completed analysis on behalf of SaskTel Centre and TCU Place. The report was prepared by the consulting team of HLT Advisory, Conventional Wisdom and Convergence Design. Committee referred the report to Administration to provide its perspective on the topic. Due to the large size of the report, the final report can be found at on SaskTel Centre's website at:

<http://sasktelcentre.com/docs/eWvSgb7aASpQ8vWYWEUqKsXoOC/Final-Market-Analysis-Report-March-2018.pdf>.

## Report

### Considerations for this Report

The consultants' report used an evaluation matrix that included:

- urban design issues (compatibility with adjacent land uses, user experience, proximity to dining/retail);
- transportation (vehicular access, pedestrian access, parking);
- cost factors (land acquisition, site development, building construction); and
- acquisition and timing (ability to meet timetable).

The report concluded that when the time comes that a major investment is required in SaskTel Centre, that its replacement be constructed in the Downtown. The consultant's report was focused on the needs of SaskTel Centre and its ability to maintain its current market share. In addition, the analysis of the needs of TCU Place, as it nears the end of its useful life, also looked at what a replacement venue should consist of. This report will focus on the city-building impacts of this project.

### Potential for Economic Impact

These types of facilities, both arena and convention centre, provide a service in the community by hosting events of various kinds, including sports events, major entertainment tours, trade shows, and conventions, among others. As part of this, these facilities also serve as destinations and attractions for both visitors and residents which creates a wider economic impact in the community through spending on hotels, transportation, retail and dining, in addition to the events.

The current location of TCU Place allows attendees of events to experience other dining and shopping experiences in close proximity, throughout the Downtown, and potentially into Riversdale and Broadway as well. This creates economic benefits in the local economy, beyond the event itself, through this natural synergy. Conversely, the current

location of SaskTel Centre in a largely industrial area, does not offer the same opportunities. The area around SaskTel Centre is not focused on attracting visitors to spend more time and money as an extension of the events at the facility, so the overall consumer experience is more limited for most events.

However, given that there is expected to be little overall growth in the number of events, the change in location of the arena to the Downtown would be expected to relocate the existing level of economic activity with the potential for some modest growth by providing easier access to a larger number of amenities in the city centre. The convention centre is also not expected to see a large increase in the numbers of events, and will continue to function as a largely regional attraction. Its location in proximity to other Downtown amenities is crucial, as this is a key consideration for event planners that book conferences, trade shows, etc.

In considering the future of these facilities, and the potential for synergy between major facilities such as the arena and convention centre, and other Downtown amenities, including dining, hotels, and retail, a Downtown location for both facilities is preferable to a more distant location.

New facilities in the Downtown are expected to lead to increased property values in the area. This has the potential to drive density increases, which would support the goals for BRT, the City Centre Plan and Plan for Growth, and support existing retail and amenities in the Downtown. Given City Council's priority for Downtown development, these new facilities could become a catalyst for further development. As described further below, careful consideration would need to be given to how to ensure that the maximum benefits are achieved for the local area.

#### Urban Design Considerations

With the right conditions and setting, the facilities can serve as a catalyst for further development/redevelopment in the immediate area. As mentioned, the current location of TCU Place allows attendees of events to experience other dining and shopping experiences in close proximity. Locating the arena in the Downtown would also build on the existing amenities. Further, a central location would support the ability of attendees to access the facility by multiple means, including transit, active transportation, and private vehicles.

As outlined in the consultant's report, current industry trends for arena facilities focus on creating a "total spectator experience". This includes the building appearance, concourses, food, beverage and retail outlets, as well as functional details like lobbies and restrooms. In addition, modern arenas are generally designed to try to maximize the spending of event attendees by including retail and food options within the facility itself. If the goal of creating new facilities is to be a catalyst for other new development, careful consideration should be given to how to maximize the benefit in the local area, as opposed to solely creating options for enhanced spending within the facility itself.

Locating the arena in the Downtown requires a different model of arena than the current character of SaskTel Centre and an emphasis should be placed on creating a dynamic and active street environment. Creating the facilities in ways that link to the surrounding area provides the appropriate conditions to further animate the area beyond just events. Therefore, locating the facilities in an area that is surrounded by existing businesses, such as hotels, food and beverage options, has the potential to create more active streets. An alternative would be to try to build a new “district” around SaskTel Centre’s current location. This approach could take significantly more time to see results and could be detrimental to the Downtown by drawing investment suited to the Downtown away to the new district. This option would also not align with the Plan for Growth and plans for Bus Rapid Transit, and may not be successful due to the fact that the amenities would be utilized primarily before and after SaskTel Centre events, leaving them under-utilized at other times.

In order to ensure the optimal outcomes for the community, it will be important to undertake a strategic and thoughtful planning process to ensure the creation of an attractive, well-connected and appropriate “district” around the facilities. Examples from Edmonton and Winnipeg have demonstrated the potential that can be achieved by creating a strong planning framework around new facilities. Such a framework would include consideration of land use impacts to adjacent buildings and sites, parking impacts, traffic and transit, connectivity and accessibility, placemaking and public realm improvements, among others. In addition, it would likely be necessary to create new development regulations in advance to prevent the creation of significant additional surface parking on private properties. Without such regulation, the city may see the loss of otherwise viable buildings, including buildings of heritage value, to the perceived demand for facility parking.

#### Downtown Infrastructure Impacts and Considerations

##### **Transportation Impacts**

The current location of SaskTel Centre has become well located regionally through the provision of traffic signals and the Chief Mistawasis Bridge; however, the parking lot egress remains problematic without any opportunity for remedy. Interchanges at Highway 16/ Marquis Drive and Idylwyld Drive/Marquis Drive are possibilities currently under review and may improve traffic conditions near this site.

With regards to a Downtown location for the arena, there are a number of considerations. The challenge for a Downtown site is the perception that it will only make traffic worse, however it is important to note that the facility and events generally don’t discharge into peak hour demands, and with additional options for dining and shopping around the facilities, patrons of these districts often choose to arrive earlier or stay later, which also helps to distribute event traffic over longer periods. The Downtown has a variety of entrance/exit routes that will allow traffic to disperse and with transit and active transportation infrastructure in place and planned, patrons would have a variety of travel modes to choose from.

In the Downtown, the facility would be sited within the grid street network with signals at all intersections, with quick access to bridges and the opportunity to allow for manual interventions to the traffic signal infrastructure to help disperse traffic. Once a specific site is chosen, a thorough traffic review would be required. The review would focus on operational improvements to support traffic dispersal.

A key consideration for any large future facilities in Saskatoon is its location relative to the Bus Rapid Transit network (BRT). Locating large destinations, such as the convention centre and arena, a short walk to a high-quality transit station will leverage investments in BRT to support the travel demands associated with these facilities. High frequency transit on the regular BRT routes, in close proximity to these facilities, helps to create the conditions for higher event ridership. It is important to note that a BRT system will be important to the success of a Downtown arena, but it does not necessarily require “front-door” access. In some circumstances, cities have intentionally located transit stations several hundred metres away from arenas and similar venues. This helps “meter” the pedestrian traffic, lowering peak transit demand. It also may prompt additional economic activity in the surrounding area as people stop at adjacent restaurants, etc. after events. Regardless of whether the north/south BRT route is located on 1<sup>st</sup> Avenue or 3<sup>rd</sup> Avenue, all of the potential Downtown arena locations that have been considered to date are within a 400-600 metre (5-7 minute) walk of anticipated BRT station locations.

### **Parking Impacts**

Locating a new arena, in addition to the convention centre, in the Downtown core, will require careful analysis of parking conditions in advance to prepare for and mitigate potential negative impacts. While locating in the Downtown does create the potential for shared parking options with existing uses, effort would be required to ensure that this would occur. For example, this might involve partnerships with existing private parking operators to open private stalls for shared use. As outlined in the Comprehensive Downtown Parking Strategy, the potential for a parking authority should be further investigated, as such an authority may be a strategic “partner” in intensifying the use of existing parking resources in a managed way.

### **Water and Sewer Infrastructure Impacts**

From a high level infrastructure perspective, the location of these facilities has the implication of creating additional requirements on the existing water and sewer systems and potential upgrades may be required. Once a location is chosen, a servicing strategy would need to be developed.

### **Review of Implications**

On balance, considering the focus of City Council on Downtown Development, the ability of the Downtown to physically accommodate facilities of these types in terms of siting, transportation impacts, proximity to the future Bus Rapid Transit, and the ability to enhance the economic impact for local businesses by building on existing conditions, the Administration is of the perspective that a Downtown location for new convention and arena facilities would have the highest overall benefit.

The Administration has not considered any timing or priority considerations for this project. At this point, the Administration believes the need for a new arena and convention centre is several years away. However, as the City continues to make investments in its Downtown, it is important to know sooner than later whether or not a future entertainment district will be included.

#### Potential Next Steps in the Process

The opportunity presented by pursuing these facilities should include careful consideration of the impacts and mitigating efforts that will be required. As outlined above, such a strategic investment should include a thoughtful planning and real estate regime to ensure that the potential economic spin-offs for local businesses and amenities for residents and visitors are achieved. In order to do so, consideration would need to be given to a phasing of appropriate studies and analysis, once a specific location is selected.

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

Stakeholder involvement has occurred to date through the process undertaken by the SaskTel Centre and TCU Place Boards to develop the consultant's report. Public and stakeholder involvement in future phases would be determined at a later date.

#### **Communication Plan**

No communication plan is required as a result of this report.

#### **Financial Implications**

Financial implications were addressed in the report of the CFO/General Manager dated November 13, 2018 regarding Financing Options – New or Renovated Arena and Convention Centre. Further investigation will be required at a future date.

#### **Other Considerations/Implications**

At this time there are no policy, privacy, environmental or CPTED implications. Each would be considered during future project stages as required.

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

No follow up is currently planned.

#### **Public Notice**

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

#### **Report Approval**

Written by:	Jeff Jorgenson, City Manager Lesley Anderson, Director, Planning and Development
Reviewed by:	Randy Grauer, General Manager, Community Services Department Kerry Tarasoff, CFO/General Manager, Asset and Financial Management
Approved by:	Jeff Jorgenson, City Manager

**From:** City Council  
**Sent:** Thursday, November 08, 2018 11:21 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** sasktel\_centre\_addition.pdf



Submitted on Thursday, November 8, 2018 - 11:20  
Submitted by anonymous user: 142.164.177.2  
Submitted values are:

Date: Thursday, November 08, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Wayne  
Last Name: Neff  
Email: [REDACTED]  
Address: [REDACTED] Kelvin Ave  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7J [REDACTED]  
Name of the organization or agency you are representing (if applicable): All Councillors and SaskTel  
Committee members  
Subject: SaskTel Centre  
Meeting (if known):

**Comments:**

I was talking with some management at SaskTel Centre and asked what are the biggest issues the facility faces. Top two issues were kitchen facilities and appropriate dressing rooms for entertainers. Instead of looking at a \$100M renovation, why not look at an addition to clear off those top two concerns. Separate kitchen and dressing room buildings built on the SE side of SaskTel Centre. Even at a generous cost of \$10M each, we are looking at only \$20M to extend the usability for many years to come. See Attachment.

**Attachments:**

sasktel\_centre\_addition.pdf: [https://www.saskatoon.ca/sites/default/files/webform/sasktel\\_centre\\_addition.pdf](https://www.saskatoon.ca/sites/default/files/webform/sasktel_centre_addition.pdf)

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/265844>



## Bryant, Shellie (Clerks)

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**From:** City Council  
**Sent:** November 16, 2018 2:59 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Friday, November 16, 2018 - 14:58  
Submitted by anonymous user: 204.83.204.174  
Submitted values are:

Date: Friday, November 16, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Andrew  
Last Name: Shaw  
Email: andrew.shaw@nsbasask.com  
Address: 1724 Quebec Ave, 9  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7K 1V9  
Name of the organization or agency you are representing (if applicable): NSBA  
Subject: TCU Place/SaskTel Centre Market Analysis  
Meeting (if known): City Council Regular Business Meeting  
Comments:  
Hello,

I would like to request to speak to item 9.5.2 - TCU Place / SaskTel Centre Market Analysis (File No. CK. 611-3 x 620-3) at Monday's City Council Meeting.

Thanks in advance,

Andrew Shaw  
Research and Policy Analyst  
NSBA  
Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/266802>

## Bryant, Shellie (Clerks)

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**From:** City Council  
**Sent:** November 19, 2018 9:58 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** sasktel\_centretcu\_place\_letter\_to\_council.doc

Submitted on Monday, November 19, 2018 - 09:58  
Submitted by anonymous user: 207.195.58.254  
Submitted values are:

Date: Monday, November 19, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Peggy  
Last Name: Sarjeant  
Email: [REDACTED]  
Address: [REDACTED] University Drive  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7N [REDACTED]  
Name of the organization or agency you are representing (if applicable): Saskatoon Heritage Society  
Subject: Sasktel/TCU Place Market analysis  
Meeting (if known): City Council  
Comments: I would like to speak to Council in reference to this topic. Please see attached letter  
Attachments:  
sasktel\_centretcu\_place\_letter\_to\_council.doc:  
[https://www.saskatoon.ca/sites/default/files/webform/sasktel\\_centretcu\\_place\\_letter\\_to\\_council.doc](https://www.saskatoon.ca/sites/default/files/webform/sasktel_centretcu_place_letter_to_council.doc)

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/266998>

Mayor and Members of Council,

20<sup>th</sup> November 2018

Re: SaskTel Centre /TCU Place

The Saskatoon Heritage Society is interested in the discussion surrounding a potential location for a downtown arena and convention centre. The downtown is home to many of our historic buildings which provide Saskatoon with a unique sense of place. This would include not only the downtown core, but also the warehouse district and North Downtown.

We are pleased that consideration is to be given as to how a proposed entertainment district would fit into “a wider vision for a strong downtown” but what is that vision? Presumably, this project would require the re-drawing of the City Centre Plan and its components, yet it is in this plan that Saskatoon’s vision for the downtown resides.

Regrettably, there is no mention of our heritage resources in the draft terms of reference, nor of the heritage community in the list of stakeholders. Heritage assessment and heritage preservation should play a key role in any proposed development.

Please include “heritage resources” in the Terms of Reference and the heritage community as a stakeholder

Please also consider addressing how this project complements the City Centre Plan and how it would have an impact on other possible developments downtown.

Thank you.

Peggy Sarjeant

President, Saskatoon Heritage Society

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## Temporary Wheelchair Accessible Taxi Licences and Proposed Amendments to Bylaw No. 9070

### Recommendation

That the City Solicitor be instructed to amend Bylaw No. 9070, The Taxi Bylaw, 2014, to:

- 1) extend 16 temporary wheelchair accessible taxi licences until January 17, 2019, and to include a new term from January 18, 2019, until September 2, 2020; and
- 2) clarify that the allocation of temporary wheelchair accessible taxi licences be assigned proportionate to the number of permanent taxi licences in each brokerage's fleet as of December 31, 2018.

### Topic and Purpose

This report outlines proposed amendments to Bylaw No. 9070, The Taxi Bylaw, 2014, to extend the term of 16 existing temporary wheelchair accessible taxi licences set to expire on December 31, 2018. This report also partially addresses a resolution from City Council regarding information on the impact that Transportation Network Companies could have on the wheelchair accessible taxi industry.

### Report Highlights

1. An extension of the term of 16 temporary wheelchair accessible taxi licences is required to ensure that service disruptions will not occur.
2. The incorporation of ridesharing is not anticipated to have a significant impact on accessible taxi services. The Administration will continue to monitor the impact and report further on provision of accessible services.

### Strategic Goal

This report supports the City of Saskatoon's (City) Strategic Goal of Moving Around by optimizing the flow of people and goods in and around the City.

### Background

Bylaw No. 9070, The Taxi Bylaw, 2014 (Taxi Bylaw) permits 26 wheelchair accessible taxi licences to be issued by the City. Of these 26, 5 licences are permanent and owned by individuals or companies and 21 licences are temporary, owned by the City, and issued to taxi brokerages based on the size of their fleet. Of these 21 temporary licences, 5 were issued from September 3, 2015 until September 2, 2020; 16 were issued from January 1, 2014 until December 31, 2018.

At its December 18, 2017 meeting, City Council resolved, in part:

“That the Administration provide a further report on the current levels of service to people requiring accessible service, and the potential impacts of the incorporation of ridesharing on Accessibility services.”

This report partially addresses this resolution.

## **Report**

### **Term Extensions of 16 Temporary Wheelchair Accessible Taxi Licences**

To ensure that wheelchair accessible taxi service is not disrupted, the Administration recommends extending the term of 16 temporary licences scheduled to expire on December 31, 2018.

Temporary wheelchair accessible taxi licences are issued by the City, at no charge, to taxi brokerages proportionate to the size of their taxi fleet. Permanent taxi licence owners may choose to associate with different brokerages over time, which will alter the fleet size of the various brokerages. In the event that the proportion of permanent taxi licences associated with brokerages changes, temporary wheelchair accessible licences, which have been issued to one brokerage, will need to be reissued to another. As the 16 licences are currently set to expire on December 31, 2018 (New Year's Eve), logistical challenges could be created if a wheelchair accessible vehicle utilizing a temporary wheelchair accessible taxi licence is dispatched by one brokerage on December 31, 2018, and by another brokerage on January 1, 2019.

To mitigate this, the Administration recommends that the 16 existing temporary wheelchair accessible taxi licence terms be extended from December 31, 2018, to January 17, 2019, and that a new term be established to operate from January 18, 2019, to September 2, 2020. This would align with the term length of the other 5 temporary wheelchair accessible taxi licences, and would better accommodate future amendments to the Taxi Bylaw, if required.

<b>Accessible Licences (Total – 26)</b>	<b>Current Expiry Date</b>	<b>Recommended Extension to:</b>	<b>Licence Reallocation to Brokerages (as of December 31, 2018) with Proposed New Term:</b>
5 Permanent Licences	These licences do not expire		
16 Temporary Licences	December 31, 2018	January 17, 2019	January 18, 2019 to September 2, 2020
5 Temporary Licences	September 2, 2020		

As this is the first time that the terms of temporary wheelchair accessible taxi licences will be extended, the Taxi Bylaw does not specify when the brokerages' fleet size is to be determined. For greater clarity in the process of allocating temporary accessible licences to the brokerages, the Administration recommends that the Taxi Bylaw be

amended to state that the temporary wheelchair accessible licences be issued, based on the brokerages' proportion of permanent taxi licences as of December 31, 2018. The provision of accessible taxi services will be monitored by the Administration on an ongoing basis. It may be appropriate to review the terms and conditions under which wheelchair accessible licences are issued. Further consultation with the taxi industry and other stakeholders will be undertaken in the upcoming months.

#### Incorporation of Ridesharing

While there are examples of Transportation Network Companies (TNCs) providing wheelchair accessible service in other municipalities, it is not typical for TNCs to do so, or to provide a significant amount of service when they do. If TNCs are permitted to operate in Saskatoon, the Administration does not anticipate that they will provide additional wheelchair accessible service.

The Administration has been in contact with several municipal vehicle-for-hire regulators across Canada to discuss the impacts on accessible service with the advent of TNCs in their municipality. At this time, they see continued interest from taxi drivers in driving accessible taxis, even in markets that permit TNCs. The City of Winnipeg recently held a lottery for 60 new wheelchair accessible taxis and received approximately 2,800 applicants. The City of Winnipeg does not currently provide incentives for the conversion or operation of a wheelchair accessible taxi.

Although not experienced in other Canadian cities, taxi drivers may choose to become a TNC driver rather than continue to operate a wheelchair accessible taxi. City Council has directed the City Solicitor to include provisions for a \$0.07 trip levy to support accessible service in the drafting of the TNC Company Bylaw.

In the coming year, the Administration will monitor the impact of TNCs and consult on how the funds raised through this levy can be applied to compensate and incentivize the accessible taxi industry. Further reporting will be provided on the current levels of service to people requiring accessible service, and on the proposed allocation of the accessible levy in the upcoming months.

#### **Options to the Recommendation**

City Council may choose to not extend the terms of the 16 temporary wheelchair accessible taxi licences set to expire on December 31, 2018. This option is not recommended as it will result in a 62% reduction in the number of wheelchair accessible taxi licences available to serve the public.

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

On August 8, 2018, the Administration conducted further consultation with taxi industry representatives to discuss potential for a joint proposal that would provide additional flexibility for the industry to better address high-demand periods. The provision of additional accessible taxi licences was identified as a consideration in the industry's ability to better serve high-demand periods. At this time, the Administration has not received any indication that a joint proposal is pending.

**Financial Implications**

The taxi program is not subsidized by the mill rate. All expenditures are funded through the generation of fees. Fees in excess of expenses are held in a stabilization reserve.

**Other Implications**

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

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

The Taxi Bylaw provisions for 16 temporary wheelchair accessible taxi licences are due to expire on December 31, 2018. To ensure no disruption in wheelchair accessible taxi service, an amendment to the current Taxi Bylaw will require City Council approval prior to December 31, 2018.

**Public Notice**

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

**Report Approval**

Written by: Mark Wilson, Acting Licensing and Permitting Manager, Community Standards  
Reviewed by: Jo-Anne Richter, Acting Director of Community Standards  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2018/CS/Council – Temporary Wheelchair Accessible Taxi Licences/ks

## Bryant, Shellie (Clerks)

---

**From:** City Council  
**Sent:** November 16, 2018 4:11 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Friday, November 16, 2018 - 16:10  
Submitted by anonymous user: 207.47.217.110  
Submitted values are:

Date: Friday, November 16, 2018  
To: His Worship the Mayor and Members of City Council  
First Name: Malik Umar  
Last Name: Draz  
Email: malikusw2014@yahoo.ca  
Address: 325 Farmont Dr  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7M 5G7  
Name of the organization or agency you are representing (if applicable): USW Local 2014  
Subject: Request to speak  
Meeting (if known): city Council  
Comments: Request to speak on Wheelchair Taxi licience  
Attachments:

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/266818>

## Bryant, Shellie (Clerks)

---

**Subject:** FW: Taxi agenda kindly add my name

---

**From:** M Gill [REDACTED]  
**Sent:** November 16, 2018 5:53 PM  
**To:** Bryant, Shellie (Clerks) <Shellie.Bryant@Saskatoon.ca>  
**Subject:** RE: Taxi agenda kindly add my name

Thank you, have a great evening and weekend. Kindly amend my correct email address which is [REDACTED], thank you once again.

Kind Regards

M Gill  
[REDACTED]

Sent from my Samsung Galaxy smartphone.

----- Original message -----

**From:** "Bryant, Shellie (Clerks)" <[Shellie.Bryant@Saskatoon.ca](mailto:Shellie.Bryant@Saskatoon.ca)>  
**Date:** 2018-11-16 5:23 PM (GMT-06:00)  
**To:** M Gill [REDACTED]  
**Subject:** RE: Taxi agenda kindly add my name

You can access the agenda here <https://pub-saskatoon.escribemeetings.com/Meeting.aspx?Id=cb86cfa6-0bb2-4def-a3c7-525f520610ee&Agenda=Agenda&lang=English&Item=66> and the report here <https://pub-saskatoon.escribemeetings.com/filestream.ashx?DocumentId=73814>.

We will add you to the speaker's list.

**Shellie Bryant | tel 306-975-2880**

Deputy City Clerk, City Clerk's Office

City of Saskatoon | 222 3<sup>rd</sup> Avenue North | Saskatoon, SK S7K 0J5  
[shellie.bryant@saskatoon.ca](mailto:shellie.bryant@saskatoon.ca)

[www.saskatoon.ca](http://www.saskatoon.ca)

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Please contact the sender and delete the message and any attachments.*

---

**From:** M Gill [REDACTED]  
**Sent:** November 16, 2018 5:16 PM  
**To:** Bryant, Shellie (Clerks) <[Shellie.Bryant@Saskatoon.ca](mailto:Shellie.Bryant@Saskatoon.ca)>  
**Subject:** Taxi agenda kindly add my name

Dear Shell

Sorry I haven't received agenda ref Taxi's matter in City Hall on Monday 19th November 2018, thank you.

Kind Regards

M Gill

[REDACTED]

[REDACTED]

Sent from my Samsung Galaxy smartphone.

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## Business Improvement Districts – Financial Reporting

### Recommendation

That City Council consider Bylaw No. 9496, *The Business Improvement Districts Amendment Bylaw, 2018*.

### Topic and Purpose

The purpose of this report is provide City Council with Bylaw No. 9496, *The Business Improvement Districts Amendment Bylaw, 2018*, which implements City Council's decision to amend Bylaw Nos. 6710, 6731, 7092, 7891 and 9235.

### Report

City Council has received two reports from the Asset & Financial Management Department regarding financial reporting requirements of the various Business Improvement Districts. Upon consideration of the two reports, City Council resolved to amend each of the foundational bylaws for each of the Business Improvement Districts to reflect the following:

- (a) that the Boards submit their annual report on or before the 30<sup>th</sup> day of April each year;
- (b) that the annual report be in an agreed upon standardized format;
- (c) that a Business Improvement District with less than \$250,000.00 in annual revenue be permitted to choose to do a review engagement rather than an audit; and
- (d) that each Business Improvement District be permitted to select an external auditor of its choice.

In accordance with City Council's instructions, we are pleased to submit Bylaw No. 9496, *The Business Improvement Districts Amendment Bylaw, 2018*, for City Council's consideration.

### Attachment

1. Proposed Bylaw No. 9496, *The Business Improvement Districts Amendment Bylaw, 2018*.

### Report Approval

Written by: Blair Bleakney, Solicitor, Director of Corporate Law & Civil Litigation  
Approved by: Patricia Warwick, City Solicitor

Admin Report – Financial Reporting.docx  
197.3599

## **BYLAW NO. 9496**

### **The Business Improvement Districts Amendment Bylaw, 2018**

The Council of The City of Saskatoon enacts:

#### **Short Title**

1. This Bylaw may be cited as *The Business Improvement Districts Amendment Bylaw, 2018*.

#### **Purpose**

2. The purpose of this Bylaw is to:
  - (a) amend the foundational Bylaws for the various Business Improvement Districts to provide for a financial report date of April 30;
  - (b) ensure that the Business Improvement Districts report on their finances to City Council in a common format;
  - (c) permit a review engagement; and
  - (d) permit the Board of each Business Improvement District to appoint its own auditor.

#### **Bylaw Nos. 6710, 6731, 7092, 7891 and 9235 Amended**

3. The following Bylaws are amended in the manner set forth in this Bylaw:
  - (a) Bylaw No. 6710, A Bylaw of the City of Saskatoon to designate an area in the downtown as a business improvement district and to establish a Board of Management thereof;
  - (b) Bylaw No. 6731, A Bylaw of the City of Saskatoon to designate an area as a business improvement district to be known as the Broadway Business Improvement District and to establish a Board of Management thereof;
  - (c) Bylaw No. 7092, A Bylaw of The City of Saskatoon to designate an area as a business improvement district to be known as the

Riversdale Business Improvement District and to establish a Board of Management thereof;

- (d) Bylaw No. 7891, *The Sutherland Business Improvement District Bylaw, 1999*; and
- (e) Bylaw No. 9235, *The 33rd Street Business Improvement District Bylaw, 2014*.

#### **Section 12 of Bylaw Nos. 6710, 6731 and 7092 Amended**

- 4. Section 12 in each of Bylaw Nos. 6710, 6731 and 7092 is repealed and replaced with the following:

“12. The Board shall appoint an auditor on an annual basis and all books, documents, records of transactions, minutes and accounts of the Board shall, at all times, be opened for the auditor’s inspection.”

#### **Section 13 of Bylaw Nos. 6710, 6731 and 7092 Amended**

- 5. Section 13 in each of Bylaw Nos. 6710, 6731 and 7092 is repealed and replaced with the following:

- “13. (1) The fiscal year of the Board shall be the calendar year.
- (2) On or before April 30 in each year, the Board shall submit its annual report for the preceding year to City Council with a balance sheet and revenue and expenditure statements in a standardized form, as set out in Schedule “C” to this Bylaw, together with a complete audited and certified financial statement.
- (3) Notwithstanding subsection (2), the Board may, at its discretion, submit a review engagement if its annual revenue for the preceding year was less than \$250,000.00.”

#### **Section 15 of Bylaw Nos. 7891 and 9235 Amended**

- 6. Section 15 in each of Bylaw Nos. 7891 and 9235 is repealed and replaced with the following:

“15. The Board shall appoint an auditor on an annual basis and all books, documents, records of transactions, minutes and accounts of the Board shall, at all times, be opened for the auditor’s inspection.”

## Section 16 of Bylaw Nos. 7891 and 9235 Amended

7. Section 16 in each of Bylaw Nos. 7891 and 9235 is repealed and replaced with the following:

- “16. (1) The fiscal year of the Board shall be the calendar year.
- (2) On or before April 30 in each year, the Board shall submit its annual report for the preceding year to City Council with a balance sheet and revenue and expenditure statements in a standardized form as set out in Schedule “B” to this Bylaw, together with a complete audited and certified financial statement
- (3) Notwithstanding subsection (2), the Board may, at its discretion, submit a review engagement if its annual revenue for the preceding year was less than \$250,000.00.”

## Schedule “B” Added to Bylaw Nos. 7891 and 9235

8. Schedule “A” to this Bylaw is added as Schedule “B” to Bylaw Nos. 7891 and 9235.

## Schedule “C” Added to Bylaw Nos. 6710, 6731 and 7092

9. Schedule “A” to this Bylaw is added as Schedule “C” to Bylaw Nos. 6710, 6731 and 7092.

## Coming into Force

10. This Bylaw shall come into force on the day of its final passing.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk

## Schedule "A" to Bylaw No. 9496

**Schedule "B" to Bylaw Nos. 7891 and 9235 and  
Schedule "C" to Bylaw Nos. 6710, 6731 and 7092**

## Standardized Financial Statement Template

[Business Improvement District Name]  
**Statement of Financial Position**  
**December 31, XXXX**

	<u>[Current Year]</u>	<u>[Previous Year]</u>
<b>Assets</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	-	-
Accounts Receivable	-	-
Prepaid Expenses	-	-
Other	-	-
	<hr/>	<hr/>
	-	-
 Long-Term Investments	 -	 -
Capital Assets	-	-
	<hr/>	<hr/>
	-	-
 <b>Liabilities</b>		
<b>Current Liabilities</b>		
Accounts Payable and Accrued Liabilities	-	-
Deferred Revenue	-	-
Other	-	-
	<hr/>	<hr/>
	-	-
 Long-Term Debt	 -	 -
	<hr/>	<hr/>
	-	-
 <b>Net Assets</b>		
General Fund	-	-
Internally Restricted Fund	-	-
Externally Restricted Fund	-	-
	<hr/>	<hr/>
	-	-
	<hr/>	<hr/>
	-	-

[Business Improvement District Name]  
**Statement of Changes in Net Assets**  
**December 31, XXXX**

	<b>General Fund</b>	<b>Internally Restricted Fund</b>	<b>Externally Restricted Fund</b>	<b>[Current Year]</b>	<b>[Previous Year]</b>
<b>Net Assets, Beginning of Year</b>	-	-	-	-	-
<b>Excess (Deficiency) of Revenues over Expenditures</b>	-	-	-	-	-
<b>Net Assets, End of Year</b>	-	-	-	-	-

[Business Improvement District Name]

**Statement of Operations****December 31, XXXX**

	<b>[Current Year]</b>	<b>[Previous Year]</b>
<b>Revenues</b>		
Business Tax Levy	-	-
Grants	-	-
Events	-	-
Investment Income	-	-
Other	-	-
<b>Total Revenues</b>	-	-
<b>Expenditures</b> (sort alphabetically)		
Advertising and Promotion	-	-
Amortization	-	-
Bank Charges and Interest	-	-
Bad Debts	-	-
Board Meetings	-	-
Continuing Education	-	-
Insurance	-	-
Memberships and Dues	-	-
Office Expenses	-	-
Professional Fees	-	-
Rent	-	-
Repairs and Maintenance	-	-
Telephone	-	-
Utilities	-	-
Wages and Salaries	-	-
<b>Total Expenditures</b>	-	-
<b>Excess (Deficiency) of Revenue over Expenditures before Other Items</b>	-	-
<b>Other Item(s)</b>	-	-
<b>Excess (Deficiency) of Revenue over Expenditures</b>	-	-

Business Improvement District Name  
**Statement of Cash Flows**  
**December 31, XXXX**

	<u>[Current Year]</u>	<u>[Previous Year]</u>
<b>Cash Provided By (used for) the Following Activities</b>		
<b>Operating:</b>		
Excess (deficiency) of Revenue Over Expenditures	-	-
Amortization	-	-
Loss (gain) on Disposal of Tangible Capital Assets	-	-
Other	-	-
	-	-
<b>Changes in Assets/Liabilities:</b>		
Accounts Receivable	-	-
Prepaid Expenses	-	-
Other	-	-
Accounts Payable and Accrued Liabilities	-	-
Deferred Revenue	-	-
Other	-	-
	-	-
<b>Cash Provided by Operating Activities</b>	-	-
<b>Capital:</b>		
Acquisition of Capital Assets	-	-
Proceeds From the Disposal of Capital Assets	-	-
Other Capital	-	-
	-	-
<b>Cash Provided by (applied to) Capital Transactions</b>	-	-
<b>Investing:</b>		
Long-Term Investments	-	-
Other Investments	-	-
	-	-
<b>Cash Provided by (Applied to) Investing Transactions</b>	-	-
<b>Financing:</b>		
Long-Term Debt Issues	-	-
Long-Term Debt Repaid	-	-
Other Financing	-	-
	-	-
<b>Cash Provided by (Applied to) Financing Transactions</b>	-	-
<b>Change in Cash And Temporary Investments During the Year</b>	-	-
<b>Cash and Temporary Investments - Beginning of Year</b>	-	-
<b>Cash and Temporary Investments - End of Year</b>	-	-

[Business Improvement District Name]  
**Note to the Financial Statements**  
**December 31, XXXX**

Note 1	Nature of Operations
Note 2	Significant Accounting Policies
Note 3	Long-Term Investments
Note 4	Capital Assets
Note 5	Long-Term Debt
Note 6	Others (if required)
Note 7	Commitments
Note 8	Economic Dependence
Note 9	Financial Instruments
Note 10	Comparative Figures