

REVISED AGENDA REGULAR BUSINESS MEETING OF CITY COUNCIL

Monday, December 17, 2018

1:00 p.m.

Council Chamber, City Hall

Pages

1. NATIONAL ANTHEM AND CALL TO ORDER

2. CONFIRMATION OF AGENDA

15 - 49

Recommendation

1. That Certificates of Recognition be added as Items 5.4 and 5.5;
2. That the Urgent Business Item - Taxi Industry Data be added as Item 13.1 and that it be brought forward and considered with Item 9.11.2;
3. That the letter requesting to speak from Laurie Bourgeois dated December 13, 2018 be added to Item 8.3.3;
4. That the following letters be added to Item 9.11.2:
 1. Request to Speak
 1. Michael van Hemmen, Uber, dated December 13, 2018;
 2. Dale Gallant, dated December 13, 2018;
 3. S. Mohsen M. Poor, dated December 14, 2018;
 4. Adrian R. Little, dated December 14, 2018;
 5. Vincent Moostoos, dated December 14, 2018;
 6. Kelly Frie, Saskatchewan Taxi Cab Association, dated

December 14, 2018 (2 Letters);

7. Carlos Triolo, Saskatchewan Taxi Cab Association, dated December 14, 2018;
8. Scott Suppes, Saskatchewan Taxi Cab Association, dated December 14, 2018;
9. Mubarik Syed, dated December 14, 2018;
10. Fatih Ayalp, dated December 16, 2018;
11. Darrin Kruger, United Steelworkers, dated December 16, 2018;
12. Ahsan Kamboh, United Steelworkers, dated December 16, 2018;
13. Ferdinando Orru, dated December 17, 2018;
14. Malik Draz, United Steel Workers Local 2014, dated December 17, 2018;
15. Mark Gill, December 17, 2018

2. Submitting Comments

1. Abby Deshman, Canadian Civil Liberties Association, dated December 14, 2018;
2. Ashraf El Bakri, dated December 17, 2018;
3. Darla Lindbjerg, CEO, Greater Saskatoon Chamber of Commerce, dated December 17, 2018;
4. Kathy Catherwood for Malik Draz, United Steel Workers, dated December 17, 2018 (petition)

5. That the following letters be added to Item 11.1:

1. Request to Speak - Sara Harrison, Saskatoon Environmental Advisory Committee, dated December 12, 2018;
2. Submitting Comments - Keith Moen, NSBA, dated December 12, 2018;
3. Submitting Comments - Darla Lindbjerg, CEO, Greater Saskatoon Chamber of Commerce, dated December 17, 2018;

6. That the following requests to speak be added to Item 13.1:

1. Kelly Frie, Saskatchewan Taxi Cab Association, dated December 14, 2018;

2. Carlo Triolo, Saskatchewan Taxi Cab Association, dated December 17, 2018;
3. Mubarik Syed, dated December 17, 2018;
4. Scott Suppes, Saskatchewan Taxi Cab Association, dated December 17, 2018;
7. That the following Items with speakers be considered following the approval of the Consent Agenda items:
 1. Item 8.3.3 - Laurie Bourgeois
 2. Item 9.11.2:
 1. Matt Patton
 2. Michael van Hemmen
 3. Dale Gallant
 4. S. Mohsen M. Poor
 5. Adrian R. Little
 6. Vincent Moostoos
 7. Kelly Frie
 8. Carlo Triolo
 9. Scott Suppes
 10. Mubarik Syed
 11. Fatih Ayalp
 12. Darrin Kruger
 13. Ahsan Kamboh
 14. Ferdinando Orru
 15. Malik Draz
 16. Mark Gill
 3. Item 13.1
 1. Kelly Frie
 2. Carlo Triolo
 3. Mubarik Syed
 4. Scott Suppes

4. Item 11.1 - Sara Harrison

8. That the agenda be confirmed as amended.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

Recommendation

1. That the minutes of the Regular Business Meeting of City Council held on November 19, 2018, be adopted; and
2. That the minutes of the 2018 Preliminary Business Plan and Budget meeting held on November 26 and 27, 2018, be adopted.

5. PUBLIC ACKNOWLEDGMENTS

5.1 IBEW 319 / City of Saskatoon Scholarship - 2018 [File No. CK. 150-5]

Recipient - Hannah Braun

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

Recipients - Taylor Noehring and Catherine Sun

5.3 Local 80 I.A.F.F. / City of Saskatoon Scholarship - 2018 [File No. CK. 150-5]

Recipient - Matthew Michasiw

5.4 *Certificate of Recognition* [File No. CK. 150-5]

Recipients - Kian Wu and Grayson Wu

5.5 *Certificate of Recognition* [File No. CK. 150-5]

Recipient - Harold Empey

5.6 Council Members

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

6. UNFINISHED BUSINESS

7. QUESTION PERIOD

8. CONSENT AGENDA

Recommendation

That the Committee recommendations contained in Items 8.1.1 to 8.1.3; 8.2.1 to 8.2.3; 8.3.1 to 8.3.4; 8.4.1 to 8.4.5; and 8.5.1 to 8.5.5 be adopted as one motion.

8.1 Standing Policy Committee on Planning, Development & Community Services

- 8.1.1 Grasswood Mixed Use Node Market Impact Study Summary Report [File No. CK 4240-1 and PL 4240-22]** 50 - 138

Recommendation

That the Administration be directed to consider the recommendations of the Grasswood Mixed Use Node Market Impact Study Summary Report during the development of the South East Concept Plan and the Saskatoon North Partnership for Growth bylaws.

- 8.1.2 Request to Declare the Optimist Hill Project as a Municipal Project [File No. CK. 4205-39 and RS 4206-DI]** 139 - 143

Recommendation

1. That the Optimist Hill Project be approved as a municipal project; and
2. That the Corporate Revenue Division, Asset and Financial Management Department, be authorized and requested to accept donations for this project and issue appropriate receipts to donors who contribute funds to the project.

- 8.1.3 Advisory Committee on Animal Control - 2018 Year-End Report [File No. CK 225-9-2]** 144 - 147

Recommendation

That the 2018 Advisory Committee on Animal Control Year-End Report be received as information.

8.2 Standing Policy Committee on Finance

- 8.2.1 Saskatoon Regional Economic Development Authority Inc. – 2018/2019 Report [File No. CK. 1870-10]** 148 - 164

Recommendation

1. That a bonus payment of \$120,000 to the Saskatoon Regional Economic Development Authority Inc. be approved; and

	2. That the Saskatoon Regional Economic Development Authority Inc.'s 2019 Performance Indicators and Targets be approved.	
8.2.2	Saskatoon Regional Economic Development Authority Inc. – Business Incentives – 2018 Tax Abatements [File No. CK. 3500-13]	165 - 169
	<p>Recommendation</p> <p>That the incentive abatements as determined by the Saskatoon Regional Economic Development Authority be approved.</p>	
8.2.3	Federal Gas Tax Funding – Bylaw Amendment Request [File No. CK. 1815-1 x 1860-1]	170 - 173
	<p>Recommendation</p> <p>That the City Solicitor be requested to prepare the necessary amendments to Bylaw No. 6774, <i>The Capital Reserve Bylaw</i>, to revise Section 5 as outlined in the report of the CFO/General Manager, Asset and Financial Management Department, dated December 3, 2018.</p>	
8.3	Standing Policy Committee on Environment, Utilities & Corporate Services	
8.3.1	Green Infrastructure Strategy Update – December 2018 [CK. 4110-38]	174 - 224
	<p>Recommendation</p> <p>That the report of the Acting General Manager, Corporate Performance Department dated December 4, 2018, be received as information.</p>	
8.3.2	Winchester Port Project – Consulting Services - Award of Request for Proposal [CK. 261-15]	225 - 228
	<p>Recommendation</p> <ol style="list-style-type: none"> 1. That the proposal submitted by Computronix (Canada) Ltd. for consulting services to create a web-based interface for POSSE Workflow Application, at an estimated cost of \$142,798 (including applicable taxes), 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. 	

8.3.3 Flood Control Strategy [CK. 7560-1, x 8357-1]

229 - 269

Speaker - Laurie Bourgeois

Recommendation

1. That the City complete an application for the Government of Canada's Disaster Mitigation and Adaptation Fund program, which if approved, would be utilized for the Flood Control Strategy set out in this report;
2. That the City undertake a nine-year \$54.0 million Flood Control Strategy, subject to approval of Government of Canada funding, as set out in the report of the A/General Manager of Transportation and Utilities;
3. That the Administration proceed with community engagement and subsequent detailed design for a dry storm water retention pond in W.W. Ashley Park to increase capacity for the 1st Street East/Dufferin Avenue area; and
4. That the Administration develop an engagement strategy to follow-up with residents affected by flooding in the last 10 years to ensure an understanding of this proposed Flood Control Strategy.

8.3.4 Request for Sanitary Sewer Charge Exemption – Inland Concrete Limited [CK. 1905-2]

270 - 272

Recommendation

1. That the request for sanitary sewer charge exemption for Inland Concrete Limited, 136 – 107th Street East, Saskatoon, Saskatchewan, be approved; and
2. That the Director of Corporate Revenue be requested to remove the sanitary sewer charge from the above applicant's Utility Bill for water meter #20126726, retroactive to the date the second water meter was installed, September 26, 2018.

8.4 Standing Policy Committee Transportation

8.4.1 Saskatoon Transit Tire Lease - Award of Contract [Files CK 1402-1 and TR 7300-01]

273 - 276

Recommendation

1. That the proposal submitted by Goodyear Canada Inc. for the supply of tires for Saskatoon Transit's conventional bus fleet for a total estimated cost over five years of \$1,174,700 (including GST and PST) 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.

8.4.2 Request to Exceed in Excess of 25% of PO 381602, West Material Handling Facility Topsoil Stripping [Files CK 600-29, x1702-1 and PW 600-1] 277 - 279

Recommendation

1. That the Administration be given approval for PO 381602 with Arnold Earthmoving Ltd. for topsoil stripping work to exceed 25% of the purchase order value and be extended by \$57,359.25, including taxes; and
2. That Purchasing Services issue the appropriate change notice.

8.4.3 Request to Exceed in Excess of 25% of PO 371783, Roadways Downtown Snow Maintenance [Files CK 6290-1, x1702-1 and PW 6290-3] 280 - 283

Recommendation

1. That the Administration be given approval for PO 371783 with Load Em' Up Hauling for the removal of snow to exceed 25% of the purchase order value and be extended by \$88,095 (including taxes); and
2. That Purchasing Services issue the appropriate change order.

8.4.4 Capital Project #1512 – Neighbourhood Traffic Management - Budget Adjustment [Files CK 6320-1, x1815-1 and TS 6350] 284 - 289

Recommendation

That a budget adjustment in the amount of \$200,000 to Capital Project #1512 – Neighbourhood Traffic Management funded from the Traffic Safety Reserve, be approved.

8.4.5 Complete Streets Policy [Files CK 6330-0 and TS 6330-1] 290 - 295

Recommendation

That the proposed Street Design Policy be approved.

8.5 Governance and Priorities Committee

- 8.5.1 Update from the Saskatoon Municipal Review Commission (File No. 265-1 x 4670-5 x 255-17) 296 - 297**

Recommendation

That the second review of the Council Code of Conduct be carried out by the Saskatoon Municipal Review Commission in the winter of 2020, with a third review being scheduled accordingly.

- 8.5.2 Development of a Triple Bottom Line Policy Framework to Address Corporate Sustainability (File No. CK. 421-1) 298 - 304**

Recommendation

That the Administration develop a Triple Bottom Line Policy Framework.

- 8.5.3 Absences and Support for City Councillors (File No. CK. 4560-1 x 255-1 x 1700-1) 305 - 326**

Recommendation

1. That City Council request the Province to amend *The Cities Act* to allow for leaves of absence of three months or greater without a resolution of City Council in defined circumstances;
2. That the \$21,000 contingency fund for 2019 be utilized as outlined in the report of the City Solicitor dated December 10, 2018 but not limited to just leaves of absence;
3. That the Administration be instructed to prepare a resolution for the next SUMA Convention with the intent as outlined in Recommendation 1;
4. That Councillors Hill and Donauer work with SUMA to have the resolution included with those being considered at 2019 Convention.

- 8.5.4 2019 Annual Appointments – Boards, Commissions and Committees (File No. CK. 225-1 x 175-1) 327 - 331**

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.

8.5.5 Terms of Reference – Personnel Subcommittee (File No. CK. 225-81) 332 - 335

Recommendation

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

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

9.4 Standing Policy Committee on Transportation

9.5 Governance and Priorities Committee

9.5.1 Considerations for Sister City or Twinning Relationships (File No. CK. 277-1) 336 - 345

Recommendation

1. That the report of the City Manager dated December 10, 2018 be shared with the Boards of SREDA and Tourism Saskatoon for comment on pursuing such framework;
2. That the Administration be directed to work on a framework for Sister Cities or Twinning Relationships; and
3. That the Canadian Consulate in Chicago be notified that the City of Saskatoon is not currently prepared to establish a Sister City or Twinning relationship with Madison Wisconsin; however, will provide an update once a more formal framework is established.

9.6 Asset & Financial Management Department

9.7 Community Services Department

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 **Proposed 2019 Rate and Fee Increases - Proposed Bylaw Nos. 9546, 9547, 9550, 9551, and 9552 [File No. CK. 1700-1]** 346 - 362

Recommendation

1. That City Council consider Bylaw No. 9546, *The Animal Control Amendment Bylaw, 2018 (No. 2)*;
2. That City Council consider Bylaw No. 9547, *The Cemeteries Amendment Bylaw, 2018*;
3. That City Council consider Bylaw No. 9550, *The Waste Amendment Bylaw, 2018*;
4. That City Council consider Bylaw No. 9551, *The Building Amendment Bylaw, 2018 (No. 2)*; and
5. That City Council consider Bylaw No. 9552, *The Plumbing Permits Amendment Bylaw, 2018*.

9.11.2 **The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]** 363 - 425

The following letters are provided:

Request to Speak

- Matt Patton, Lyft, dated December 17, 2018;
- Michael van Hemmen, Uber, dated December 13, 2018;
- Dale Gallant, dated December 13, 2018;
- S. Mohsen M. Poor, dated December 14, 2018;
- Adrian R. Little, dated December 14, 2018;
- Vincent Moostoos, dated December 14, 2018;
- Kelly Frie, Saskatchewan Taxi Cab Association, dated December 14, 2018 (2 Letters);

- Carlos Triolo, Saskatchewan Taxi Cab Association, dated December 14, 2018;
- Scott Suppes, Saskatchewan Taxi Cab Association, dated December 14, 2018;
- Mubarik Syed, dated December 14, 2018;
- Fatih Ayalp, dated December 16, 2018;
- Darrin Kruger, United Steelworkers, dated December 16, 2018;
- Ahsan Kamboh, United Steelworkers, dated December 16, 2018;
- Ferdinando Orru, dated December 17, 2018;
- Malik Draz, United Steel Workers Local 2014, dated December 17, 2018;
- Mark Gill, December 17, 2018

Submitting Comments

- Dale Gallant, dated November 16, 2018; and
- Vincent Moostoos, dated November 19, 2018
- Abby Deshman, Canadian Civil Liberties Association, dated December 14, 2018;
- Ashraf El Bakri, dated December 17, 2018;
- Darla Lindbjerg, CEO, Greater Saskatoon Chamber of Commerce, dated December 17, 2018;
- Kathy Catherwood for Malik Draz, United Steel Workers, dated December 17, 2018 (petition containing approximately 170 signatures - only first page provided)

Recommendation

That City Council consider Bylaw No. 9548, *The Transportation Network Company Bylaw, 2018* and Bylaw No. 9549, *The Taxi Amendment Bylaw, 2018 (No. 2)*.

9.11.3 The Storm Water Management Utility Bylaw, 2019 - Proposed Bylaw No. 9545 [File No. CK. 8357-1]

426 - 441

Recommendation

That City Council consider Bylaw No. 9545, *The Storm Water Management Utility Bylaw, 2019*.

9.12 Other Reports

10. INQUIRIES

11. MOTIONS (NOTICE PREVIOUSLY GIVEN)

11.1 Councillor Hill - Curbside Waste Collection Funding [File No. CK. 116-2 x 7830-1] 442 - 447

Councillor Hill provided the following Notice of Motion at the 2019 Preliminary Business Plan and Budget Meeting of City Council held on November 26 and 27, 2018.

"In accordance with sections 64 and 65 of The Procedures and Committees Bylaw, 9170, TAKE NOTICE that at the next Regular Business Meeting of City Council, I will move:

'That the resolution from the November 19, 2018 City Council meeting which stated: "that curbside waste collection be funded as a utility" be rescinded."

In accordance with section 65(1)(b) Councillor Hill provided the following revision to his notice of motion to reflect the wording of the original resolution passed on November 19th.

"That the resolution from the November 19, 2018 City Council meeting which stated: "That the curbside waste program - variable bin-size model be funded as a utility" be rescinded."

Letters

- Submitting comments - Nancy Allan, dated December 11, 2018;
- Request to Speak - Sara Harrison, Saskatoon Environmental Advisory Committee, dated December 12, 2018;
- Submitting Comments - Keith Moen, NSBA, dated December 12, 2018;
- Submitting Comments - Darla Lindbjerg, CEO, Greater Saskatoon Chamber of Commerce, dated December 17, 2018;

12. GIVING NOTICE

13. URGENT BUSINESS

13.1 Taxi Industry Data [File No. CK. 7000-1] 448 - 507

The following letters are provided:

Requests to speak:

1. Kelly Frie, Saskatchewan Taxi Cab Association, dated December 14, 2018;
2. Carlo Triolo, Saskatchewan Taxi Cab Association, dated December 17, 2018;
3. Mubarik Syed, dated December 17, 2018;
4. Scott Suppes, Saskatchewan Taxi Cab Association, dated December 17, 2018;

Recommendation

That the report of the General Manager, Community Services Department, dated December 17, 2018, be received as information.

14. IN CAMERA SESSION (OPTIONAL)

15. ADJOURNMENT

Bryant, Shellie (Clerks)

From: City Council
Sent: December 13, 2018 8:58 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Thursday, December 13, 2018 - 08:57
Submitted by anonymous user: 216.197.221.219
Submitted values are:

Date: Thursday, December 13, 2018
To: His Worship the Mayor and Members of City Council
First Name: Laurie
Last Name: Bourgeois
Email: [REDACTED]
Address: [REDACTED] 1st Street East
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable):
Subject: 1st Street surface flooding mitigation
Meeting (if known): Flood control strategy 8.3.3
Comments:
I would like to speak to council re flooding and solution.
Could I use the photos I sent for meeting held on December 4th ? Would they still be available? Thank you.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270425>

Bryant, Shellie (Clerks)

From: Michael van Hemmen <mvh@uber.com>
Sent: December 13, 2018 10:22 AM
To: Bryant, Shellie (Clerks)
Subject: Re: 9.11.2 The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]

Thanks Shellie,

Can you confirm that I've been added to the speakers list?

Michael

On Thu, Dec 13, 2018 at 8:18 AM Bryant, Shellie (Clerks) <Shellie.Bryant@saskatoon.ca> wrote:

9.11.2 The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]

This is to advise that the above matter will be considered by City Council at its Regular meeting to commence at 1:00 p.m. in the Council Chamber at City Hall on December 17, 2018. The information can be accessed with the corresponding agenda item [here](#).

This is a public meeting that you can attend in person or watch via the online streaming. If you are providing comments or requesting to speak you must provide a letter to the City Clerk's Office using the online form [here](#) **no later than 10:00 a.m. on the day of the meeting**. Letters delivered in person must be received in the City Clerk's Office no later than 5:00 p.m. on the business day preceding the meeting. If you are speaking your comments are limited to five (5) minutes.

You are encouraged to check the meeting site at saskatoon.ca/meetings following the meeting for Council decision. Please contact the City Clerk's Office at (306) 975-3240 if you have any questions regarding process.

Yours truly,

R. Rioux on behalf of Shellie Bryant

Shellie Bryant | tel 306-975-2880

Deputy City Clerk, City Clerk's Office

City of Saskatoon | 222 3rd Avenue North | Saskatoon, SK S7K 0J5

shellie.bryant@saskatoon.ca

www.saskatoon.ca

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*If you receive this email in error, please do not review, distribute or copy the information.
Please contact the sender and delete the message and any attachments.*

--

Michael van Hemmen

mvh@uber.com

[778-863-9906](tel:778-863-9906)



Bryant, Shellie (Clerks)

From: City Council
Sent: December 13, 2018 1:58 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Thursday, December 13, 2018 - 13:58
Submitted by anonymous user: 24.244.29.214
Submitted values are:

Date: Thursday, December 13, 2018
To: His Worship the Mayor and Members of City Council
First Name: Dale
Last Name: Gallant
Email: [REDACTED]
Address: [REDACTED]
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable): Myself
Subject: Rideshare Bylaw
Meeting (if known):
Comments: I wish to speak on this matter at Monday's Council meeting.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270558>

Dec 14, 2018

Dear City Council members

I wish to speak

About five years ago my family and I decided to buy a taxi franchise. It was after a few years having no permanent or full time job.

We thought this will be an investment for a present job and future retirement. In fact we thought we are buying a job. I would have this job as long as I can work and once that is the time for retirement we will sell it for our retirement money.

We put all of our saving and also borrow money to buy a taxi franchise and a taxi car for about \$240 000 dollar, and I have worked hard to pay our debt. Now I lost the future retirement money because of the uber threat and your policy on it and I am going to lose the present job as well because of your policy that allows the big corporations get our lives in their hands. Then they use hundreds of people to work casually for some extra money in their pocket.

Once the calls split there will not be enough job for taxi drivers to work as their profession, and as I said I am losing my investment, my present job and my future retirement plan. All of these happening because of your policy and your favorite magic companies, that have no invention in this industry but stealing the business with the help of politicians, and collect huge money on shoulder of ordinary people.

You are sending hundreds of citizens and their families towards poverty. Can you prevent this or you like to make these companies richer? -

Dec 14/18

7000-1

Mayor & members of City Council

I wish to speak on the
matter of

9.11.2 JNC Bylaw

ADRIAN R. LITTLE

[REDACTED] WELDON AVE

SASKATOON, SK
[REDACTED]
[REDACTED]

RECEIVED

DEC 14 2018

CITY CLERK'S OFFICE
SASKATOON

[REDACTED]
[Signature]

Dec 14/18 7000-1

Mayor and members of city Council;
I would ~~be~~ wish to speak on behalf
of the matter of the 9.11.2, FNC
Bylaws. On Monday Dec 17/18



Vincent Maastoos
[redacted] Weldon Ave
Saskatoon SK
[redacted] [redacted]

Vincent Maastoos

Bryant, Shellie (Clerks)

From: City Council
Sent: December 14, 2018 1:05 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Friday, December 14, 2018 - 13:04
Submitted by anonymous user: 216.197.252.38
Submitted values are:

Date: Friday, December 14, 2018
To: His Worship the Mayor and Members of City Council
First Name: Kelly
Last Name: Frie
Email: info@stca.ca
Address: 225 Avenue B N
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L 1E1
Name of the organization or agency you are representing (if applicable): Saskatchewan Taxi Cab Association
Subject: Request to Speak for - The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Byla
Meeting (if known):
Comments:
I would like to be added to the speakers list to discuss The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]

Thank you
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270830>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 14, 2018 12:51 PM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: tnc_bylaw_dec_14_stca.pdf

Submitted on Friday, December 14, 2018 - 12:51
Submitted by anonymous user: 216.197.252.38
Submitted values are:

Date: Friday, December 14, 2018
To: His Worship the Mayor and Members of City Council
First Name: Kelly
Last Name: Frie
Email: info@stca.ca
Address: 225 Avenue B North
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L 1E1
Name of the organization or agency you are representing (if applicable): Saskatchewan Taxi Cab Association
Subject: Letter to Council Concerning - 9.11.2 The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2)

Meeting (if known): December 17th Council Meeting
Comments:
Hello,

Please find attached a letter to council for the December 17th Council Meeting for this subject 9.11.2 The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4].

Thank you
Attachments:
tnc_bylaw_dec_14_stca.pdf:
https://www.saskatoon.ca/sites/default/files/webform/tnc_bylaw_dec_14_stca.pdf

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270827>

To: Mayor Charlie Clarke
Saskatoon City Councillors
222 3rd Avenue North
Saskatoon, SK S7K 0J5

December 14, 2018

Your Worship and Councillors,

We urge you to postpone any decision on a *Transportation Network Company (TNC) Bylaw* or any amendments to the Taxi Bylaws until at least January. Doing so will put you on sound footing that is based on data analysis. It will also allow you to follow your own motion from September 24th to re-evaluate our proposal and request for 261 taxi licenses, an increase of 51.

In the meantime, let us put more cars on the road in advance of Christmas and New Year's Eve. Even if you approve this bylaw to enable TNCs to operate, it will take at least a week just to complete vehicle inspections. It takes time to apply for insurance, complete driver vetting, paperwork and the list goes on. We can have cars on the road almost instantly. Work with us to alleviate the temptation to drink and drive during this Christmas party season.

Council motioned to ensure that the taxi bylaws were reviewed and amended concurrently as the TNC bylaw was drafted. We have not been consulted on anything proposed in the taxi amendments. After a brief review and a side by side comparison of the two bylaws, we note that there are 24 pages to regulate a TNC and 52 to regulate taxis. That is hardly level. There are significantly higher costs that remain in place for taxis where a TNC faces none. Most notably the business license costs for a TNC with over 51 vehicles pales in comparison to license costs for a taxi.

The Saskatchewan Taxi Cab Association (STCA) also sent you a copy of our report on Saskatoon's taxi industry. The report answers two key questions you have been asking yourselves over the years: what is the true unmet demand for taxis and how many taxis are needed to service Saskatoon? The data analysis answers those questions and provides you a roadmap not just for today but for the future too.

Slow down, put our data analysis to the test and good use, and work with us to review changes to the taxi bylaw starting with the addition of 51 new licenses. It is during peak and irregular times of demand where those 51 licenses will ensure wait times dramatically decrease because we will finally have enough cars on the road. Then we can begin to address the very real consequences to drivers, our industry and the public if taxis continue to be capped at 210 licenses while TNCs can operate uncapped and with significantly less regulation.

Sincerely,



Kelly Frie - STCA, Executive Member
306.220.2750
info@stca.ca



Carlo Triolo - STCA, Executive Member
306.341.4103
info@stca.ca

Bryant, Shellie (Clerks)

From: City Council
Sent: December 14, 2018 1:07 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Friday, December 14, 2018 - 13:06
Submitted by anonymous user: 216.197.252.38
Submitted values are:

Date: Friday, December 14, 2018
To: His Worship the Mayor and Members of City Council
First Name: Carlos
Last Name: Triolo
Email: info@stca.ca
Address: 225 Avenue B N
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L 1E1
Name of the organization or agency you are representing (if applicable): Saskatchewan Taxi Cab Association
Subject: Request to Speak - The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw No
Meeting (if known):
Comments:
Please add me to the speakers list for the following agenda item for the December 17th Council meeting - The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]

Thank you
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270832>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 14, 2018 1:08 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Friday, December 14, 2018 - 13:07
Submitted by anonymous user: 216.197.252.38
Submitted values are:

Date: Friday, December 14, 2018
To: His Worship the Mayor and Members of City Council
First Name: Scott
Last Name: Suppes
Email: info@stca.ca
Address: 225 Avenue B N
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L 1E1
Name of the organization or agency you are representing (if applicable): Saskatchewan Taxi Cab Association
Subject: Request to Speak for - The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Byla
Meeting (if known):
Comments:
Please add me as to the speakers list for the December 17th council meeting for the agenda item - The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]

Thank you
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270833>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 14, 2018 1:10 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Friday, December 14, 2018 - 13:09
Submitted by anonymous user: 216.197.252.38
Submitted values are:

Date: Friday, December 14, 2018
To: His Worship the Mayor and Members of City Council
First Name: Mubarik
Last Name: Syed
Email: info@stca.ca
Address: 225 Avenue B N
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L 1E1
Name of the organization or agency you are representing (if applicable):
Subject: Request to Speak for - The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Byla
Meeting (if known):
Comments:
Please add me to the speakers list for the December 17 council meeting for this agenda item - The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]

Thank you
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270836>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 16, 2018 3:37 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, December 16, 2018 - 15:36
Submitted by anonymous user: 108.60.171.128
Submitted values are:

Date: Sunday, December 16, 2018
To: His Worship the Mayor and Members of City Council
First Name: Fatih
Last Name: Ayalp
Email: [REDACTED]
Address: [REDACTED]
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable):
Subject: TNC By-Law
Meeting (if known): 9.11.2 The Transportation Network Company Bylaw, 2018
Comments:
I would like to speak at the meeting.
And I submit to council that putting no cap on TNCs is extremely unfair and unjust. Start with a cap and make adjustments later as needed.

Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271227>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 16, 2018 10:14 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, December 16, 2018 - 22:13
Submitted by anonymous user: 71.17.110.18
Submitted values are:

Date: Sunday, December 16, 2018
To: His Worship the Mayor and Members of City Council
First Name: Darrin
Last Name: Kruger
Email: dkruger@usw.ca
Address: 325 Fairmont Drive
City: Saskatoon
Province: Saskatchewan
Postal Code: S7M 5G7
Name of the organization or agency you are representing (if applicable): United Steelworkers
Subject: Taxi Bylaw, TNC
Meeting (if known): City Council Dec 17, 2018
Comments:
Please add me to the agenda to speak at the Council meeting on Dec 17, 2018 regarding the Taxi Bylaw and TNC.

Thanks
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271311>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 16, 2018 7:13 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, December 16, 2018 - 19:12
Submitted by anonymous user: 71.17.247.219
Submitted values are:

Date: Sunday, December 16, 2018
To: His Worship the Mayor and Members of City Council
First Name: Ahsan
Last Name: Kamboh
Email: [REDACTED]
Address: [REDACTED] Hastings Crescent
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable): United Steelworkers
Subject: Taxi Bylaws regarding Uber and Saskplate
Meeting (if known): REGULAR BUSINESS MEETING OF CITY COUNCIL, December 17, 2018
Comments: I would like to speak in regards to being a stakeholder as a cab driver for 10 years. I would like 5 minutes to address the council on this specific issue, being a person that would be greatly impacted by these bylaws.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271265>

Bryant, Shellie (Clerks)

From: Ferdinando Orru' [REDACTED]
Sent: December 17, 2018 6:12 AM
To: Web E-mail - City Clerks
Subject: Request to be allowed to speak at public meeting for taxi bylaw change.

Been a 30 year veteran on taxi services ,
I wood like to bring my experience to the public meeting

Tank you

Ferdinando orru

Bryant, Shellie (Clerks)

From: City Council
Sent: December 17, 2018 9:04 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Monday, December 17, 2018 - 09:04
Submitted by anonymous user: 207.228.78.100
Submitted values are:

Date: Monday, December 17, 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 Taxi , TNC agenda
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271379>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 17, 2018 9:58 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Monday, December 17, 2018 - 09:57
Submitted by anonymous user: 207.228.78.53
Submitted values are:

Date: Monday, December 17, 2018
To: His Worship the Mayor and Members of City Council
First Name: Mark
Last Name: Gill
Email: [REDACTED]
Address: [REDACTED] Grosvenor park, 8th St east
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable): Taxi Drivers
Subject: Taxi
Meeting (if known):
Comments: Kindly put my name on the list on Taxi agenda as speaker.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271396>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 14, 2018 11:04 AM
To: City Council
Subject: Form submission from: Write a Letter to Council - duplicate
Attachments: 2018-12-14_letter_saskatoon_bylaw.pdf

Submitted on Friday, December 14, 2018 - 11:03
Submitted by anonymous user: 207.245.234.166
Submitted values are:

Date: Friday, December 14, 2018
To: His Worship the Mayor and Members of City Council
First Name: Abby
Last Name: Deshman
Email: adeshman@ccla.org
Address: 90 Eglinton Ave E., Suite 900
City: Toronto
Province: Ontario
Postal Code: M4P 2Y3
Name of the organization or agency you are representing (if applicable): Canadian Civil Liberties Association
Subject: Canadian Civil Liberties Association correspondence re Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]
Meeting (if known): Regular City Business Meeting of City Council, Dec 17 2018

Comments:

Dear Mayor Clark and Members of City Council,
Please find attached a letter from the Canadian Civil Liberties Association expressing our legal and policy concerns regarding the proposed Transportation Network Company Bylaw and Saskatoon's existing Taxi Bylaw. Specifically, the CCLA is concerned that the City's broad requirements for a vulnerable sector check will require checks to be run that contravene the federal Criminal Records Act. We are also concerned that the absolute prohibition on people with certain criminal convictions from obtaining a licence creates unnecessary and counter-productive barriers to the rehabilitation and reintegration of individuals with criminal records. We urge you to reconsider both aspects of the existing and proposed bylaws.
Many thanks for your time and consideration. We are not asking to speak at the meeting, but please do not hesitate to contact me if you have any questions.

Sincerely,

Abby Deshman

Director, Criminal Justice Program
Canadian Civil Liberties Association

Attachments:

2018-12-14_letter_saskatoon_bylaw.pdf: https://www.saskatoon.ca/sites/default/files/webform/2018-12-14_letter_saskatoon_bylaw.pdf

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270792>

CANADIAN
CIVIL LIBERTIES
ASSOCIATION

90 Eglinton Ave. E., Suite 900
Toronto, ON M4P 2Y3
Telephone (416) 363-0321
FAX (416) 861-1291
E-mail: mail@ccla.org



ASSOCIATION
CANADIENNE DES
LIBERTÉS CIVILES

90 ave Eglinton, Bureau 900
Toronto, ON M4P 2Y3
Téléphone (416) 363-0321
Télécopieur (416) 861-1291
Courriel : mail@ccla.org

December 14, 2018

By Email

Dear Mayor Clark and Members of City Council,

I am writing on behalf of the Canadian Civil Liberties Association (CCLA) with regard to the City of Saskatoon's *Taxi Bylaw* and the proposed *Transportation Network Company Bylaw*. CCLA is a national, non-profit, non-partisan, non-governmental organization dedicated to protecting and promoting the fundamental human rights and civil liberties of all persons in Canada. Since 1964, the CCLA has been at the forefront of protecting fundamental freedoms and democratic life in Canada. Throughout its history, the CCLA has advocated for evidence-based, rights-respecting policies and practices in the criminal justice sphere. In the past few years our work has included a substantial focus on the legal and policy framework around criminal record checks.

The CCLA is concerned that the City's broad requirements for a vulnerable sector check will require checks to be run that contravene the federal *Criminal Records Act*. We are also concerned that the absolute prohibition on people with certain criminal convictions from obtaining a licence creates unnecessary and counter-productive barriers to the rehabilitation and reintegration of individuals with criminal records. We urge you to reconsider both aspects of the existing and proposed bylaws.

Legal limits on vulnerable sector checks

Access to vulnerable sector checks is tightly restricted by the *Criminal Records Act*, federal legislation. The primary limit on such searches is that they must be requested by a "person or organization responsible for the well-being of a child or vulnerable person" in respect to an individual who will occupy a position of "trust or authority towards that child or vulnerable person."¹

In our view, standard taxi licencees and other non-specialized transportation drivers for hire do not meet this legislative threshold.

A variety of legislative, judicial and governmental sources have confirmed that vulnerable sector searches are only to be made available on a restrictive basis. In *Rouge Valley Health System and ONA (13-40)*, Re 2015 the arbitrator summarized the legislative history of the vulnerable sector searches, which confirms that the check was meant to be used in narrow, limited circumstances.² Members of parliament speaking about the amendments similarly referred to the vulnerable sector search targeting

¹ *Criminal Records Act*, RSC 1985, c C-47, s. 6.3(3).

² *Rouge Valley Health System and ONA (13-40)*, Re (2015), 125 CLAS 45 at para 189 (Arbitrator: John Stout Member).

“organizations responsible for taking care of children”, “those who are hiring people, or bringing on volunteers or putting people in place to care for children”, and individuals who apply to “an organization or person responsible for the well-being of children or other vulnerable persons”.³

Similarly, in 2014 the Privacy Commissioner of British Columbia released a report examining the use of police information checks in British Columbia. Commissioner Denham commented that vulnerable sector searches would be justified for positions such as nannies, babysitters and some summer camp leaders.⁴ There is a clear and important distinction between individuals whose primary duties include the care of vulnerable individuals, and individuals who only come into contact with vulnerable persons occasionally or incidentally in the course of their employment.

While vulnerable sector checks may be justifiable for extremely high-risk positions entailing particular trust with or power over a vulnerable individual, they should not be standard screening tools for general public service positions. In our view, unless a taxi or transportation network driver was specifically dedicated to regularly driving unaccompanied children, disabled individuals, the elderly, or other particularly vulnerable groups, he or she would not meet the threshold set out in the *Criminal Records Act*. The federal legislative regime would be wholly undermined if these requirements were interpreted to include general service providers that might, in the course of their jobs, come into contact with vulnerable individuals.

Requiring all taxi and transportation network drivers to submit to a vulnerable sector search will, in the vast majority of instances, require companies to request checks that contravene the *Criminal Records Act*.

Employing individuals with criminal records

The proposed *Transportation Network Company Bylaw* would also prohibit individuals from holding a licence based only on the existence of a conviction for a prescribed criminal offence. The exact criminal offences this would apply to are not specified in the draft bylaw.

Presumably this proposal stems from a desire to keep transportation customers safe. Blanket policies excluding individuals with criminal records from employment, however, are more likely to undermine community safety than enhance it.

Research has shown that performing criminal records checks is not a reliable way to identify individuals that are at higher risk to commit workplace crimes.⁵ There is no way to predict, based on an individual’s criminal record, whether a person is more likely to commit a future crime in a workplace context. Outside of the workplace, studies do suggest that, for a few years after a person has been found guilty of a crime, there is an elevated likelihood that he or she will have further contact with the criminal justice system. But there is no link between the type of offence committed in the past and the nature of

³ *Ibid* quote by Honourable Don Boudria, Honourable Eric Lowther, and Honourable Pierrette Venne.

⁴ Elizabeth Denham, Information and Privacy Commissioner for British Columbia, “Use of Employment-Related Criminal Record Checks: Government of British Columbia”, Investigation Report F12-03, July 25 2013.

⁵ For a fuller summary of the social science evidence regarding using criminal record checks in employment or volunteer screening see Canadian Civil Liberties Association, *False Promises, Hidden Costs: The case for reframing employment and volunteer police record check practices in Canada* (2014), available online: www.ccla.org/recordchecks/falsepromises.

the possible future contact; a history of criminal convictions for particular offences – assault or sexual offences for example – does not make it more likely a person will commit the same acts in the future.

The consequences of excluding individuals exiting the criminal justice system from stable employment, on the other hand, is clear. Stable employment, as well as the income, stable housing and social networks that employment can foster, are significant protective factors against future reoffending.⁶ Systematically excluding individuals with criminal records from employment decreases community safety by creating barriers to rehabilitation and reintegration. Governments should be promoting policies that encourage businesses to hire individuals that might otherwise be marginalized from stable employment, not passing bylaws that entrench stigma and legally mandate unjustifiable discrimination.

The CCLA urges the City of Saskatoon to address the above concerns by removing the requirement for a mandatory Vulnerable Sector Check from both its proposed new bylaw as well as the existing Taxi Bylaw. We also strongly urge you to eliminate all legal prohibitions on individuals with criminal records becoming licencees.

Please do not hesitate to reach me by email or phone if you would like to discuss these issues further.

Sincerely,



Abby Deshman
Director, Criminal Justice Program
Tel: 416 363-0321 ex 254
Email: adeshman@ccla.org

⁶ Curt T. Griffiths, Yvon Dandurand and Danielle Murdoch, *The Social Reintegration of Offenders and Crime Prevention* (Ottawa: National Crime Prevention Centre, 2007); Dominique Fleury and Myriam Fortin, "When working is not enough to escape poverty: An analysis of Canada's working poor," Human Resources and Social Development Canada (working paper, 2006); Christopher Uggen, "Work as a turning point in the life course of criminals: A duration model of age, employment and recidivism," *American Sociological Review* 65, no. 4 (2000): 529.

Bryant, Shellie (Clerks)

From: City Council
Sent: December 17, 2018 8:56 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Monday, December 17, 2018 - 08:55
Submitted by anonymous user: 216.208.239.36
Submitted values are:

Date: Monday, December 17, 2018
To: His Worship the Mayor and Members of City Council
First Name: Ashraf
Last Name: El Bakri
Email: [REDACTED]
Address: [REDACTED] Brookmore lane
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable):
Subject: The Taxi Amendment Bylaw
Meeting (if known):

Comments: Hi All! As a conerned citizen of the city and invested in the Taxi business. You your decision should consider the people who invested in the City and depends on this business. The competition should be fair and a cap to the number of taxi Sharing should be applied. We are a small size city and definitely this should be considered. I trust that you will our comments in consideration.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271375>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 17, 2018 9:26 AM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: 18_12_13_citycouncil_ridesharing2.pdf

Submitted on Monday, December 17, 2018 - 09:26
Submitted by anonymous user: 207.47.161.163
Submitted values are:

Date: Monday, December 17, 2018
To: His Worship the Mayor and Members of City Council
First Name: Darla
Last Name: Lindbjerg
Email: assistant@saskatoonchamber.com
Address: Greater Saskatoon Chamber of Commerce, 110 - 345 4th Avenue South
City: SASKATOON
Province: Saskatchewan
Postal Code: S7K 1N3
Name of the organization or agency you are representing (if applicable): Greater Saskatoon Chamber of Commerce
Subject: Agenda Item:9.11.2 The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw No
Meeting (if known): City Council Meeting - December 17th
Comments: Attached is letter from Darla Lindbjerg re: Ride Sharing Opportunity
Attachments:
18_12_13_citycouncil_ridesharing2.pdf:
https://www.saskatoon.ca/sites/default/files/webform/18_12_13_citycouncil_ridesharing2.pdf

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271385>

December 14, 2018

His Worship and Members of City Council
City Hall
222 3rd Avenue North
Saskatoon, SK
S7K0J5

His Worship the Mayor and Members of City Council,

Re: Ridesharing option in Saskatoon

On behalf of the Greater Saskatoon Chamber of Commerce I am writing to you regarding the opportunity to broaden vehicle-for-hire transportation to include ridesharing options.

The Chamber is the voice of business in Saskatoon. We are a grassroots organization focused on promoting prosperity in business, which in turn provides the foundation for a healthy and strong community. Our mandate is to advocate on behalf of our 1,500-members to make Saskatoon the best business climate in Canada. We work in partnership with people who are invested in their community, who are job creators, and who are dedicated to creating a city of opportunity.

Our organization sees this initiative as an opportunity for transportation network companies (TNC's) to add to a competitive and open market-place for vehicle-for-hire services in Saskatoon. Ridesharing has become a common option in many jurisdictions across Canada, giving residents access to a wider range of transportation options. Given that our membership includes various forms of vehicle-for-hire companies, we trust that such regulations will foster a fair playing field for all parties involved, ensuring safety, innovation, and flexibility.

Thank you for the opportunity to provide comments on this issue.

Sincerely,



Darla Lindbjerg
CEO

Bryant, Shellie (Clerks)

From: Kondraczynski, Audrey <akondraczynski@usw.ca>
Sent: December 17, 2018 9:33 AM
To: Web E-mail - City Clerks
Subject: FW: Attached petition for a vast majority of drivers.
Attachments: SKMBT_C454e18121709440.pdf

Good Morning:
Mayor Charlie Clarke and the City Council.
Could you please add this on to today's agenda for the Taxi Council.
Thank you for your help.

Kathy Catherwood
UNITED STEELWORKERS
USW Support Staff
325 Fairmont Drive
Saskatoon, SK S7M 5G7
Phone: (306) 382-2122
Fax: (306) 382-5616

From: a.council@sasktel.net [mailto:a.council@sasktel.net]
Sent: Monday, December 17, 2018 9:45 AM
To: Kondraczynski, Audrey
Subject: Attached petition for a vast majority of drivers.



District 3

Stephen Hunt
District Director

December 17, 2018

City Councilors and his worship Mayor Charlie Clark

The USW Taxi Council is once again advocating for Sask Plates to be implemented by the City of Saskatoon. We have expressed many times in the past the current Taxi system operates similar to a monopoly, a few key players make all the rules and working conditions for the many drivers. Issuing licenses directly to drivers will give them the opportunity to work free from crushing fees and lease rates directly controlled by those few key players.

The USW Taxi Council agrees with the Taxi Industry Data report that clearly identifies a need for more taxi's on the streets of Saskatoon. We believe that the addition of 40 Sask Plates will be adequate to service the unmet needs of the public. Upon the issue of the Sask Plates, the current season plates can be eliminated.

Attached is a petition with a vast majority of driver signatures in support of adapting the Sask Plate model. We believe that this model will help to eliminate the current monopoly in the taxi industry, as well as support drivers as they begin to compete with TNCs.

Thank you for your time,

Malik Umar Draz
President, United Steelworkers Local 2014
Unit Chair, District 3 USW Taxi Area Council

We the undersigned who drive the cabs in this city demand that City Council enact by-law changes to issue the Sask plates to eligible drivers Now! We have been patiently waiting for this change and it is needed to continue the service to the Public. We need this change to allow us to become true entrepreneurs and avoid a monopoly in our industry. It will also level the playing field for all which is what we were promised.

Name	Taxi ID#	Phone #	Signature
SHAFRAT M			Shafat
Aziz P Cheema			Aziz P
BALJI SINGH			Balji
TARIQ AZIZ			Tarique
SATTAD AHMED			Sattad
SYED KAZMI			Syed
MUHAMMAD FAZL			Fazl
SARFAT			Sarf
ATIQUE WAWA			Atique
David Gibson			David
USMAN ADIL			Usman
Mohammed Islam			Mohammed
Abid Hussain			Abid
M. Sohail Aslam			M. Sohail
M. Jameel			M. Jameel
TABAK R PAROKE			Tabak
Arshad			Arshad
Jalil Hussain			Jalil
Gelan Abdulhakeem			Gelan
SHABIR SIDDIQUI			Shabir

Bryant, Shellie (Clerks)

From: City Council
Sent: December 12, 2018 8:44 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Wednesday, December 12, 2018 - 20:44
Submitted by anonymous user: 70.64.64.75
Submitted values are:

Date: Wednesday, December 12, 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: [REDACTED]

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

Subject: Curbside Waste Collection Funding [File No. CK. 116-2 x 7830-1]

Meeting (if known): December 17, 2018 Regular Council Meeting

Comments:

A member of the Saskatoon Environmental Advisory Committee would like to speak in support of the Curbside Waste Collection utility, passed by Council on November 19, 2018, as a key part of achieving Saskatoon's waste diversion targets.

Sara Harrison
Chair, Saskatoon Environmental Advisory Committee
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270318>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 12, 2018 3:32 PM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: user-pay_waste_service.pdf

Submitted on Wednesday, December 12, 2018 - 15:31
Submitted by anonymous user: 204.83.204.174
Submitted values are:

Date: Wednesday, December 12, 2018
To: His Worship the Mayor and Members of City Council
First Name: Keith
Last Name: Moen
Email: keith.moen@nsbasask.com
Address: 9-1724 Quebec Ave
City: Saskatoon
Province: Saskatchewan
Postal Code: S7K 1V9
Name of the organization or agency you are representing (if applicable): NSBA
Subject: Reconsideration of Vote on User-Pay Waste Service
Meeting (if known): Dec 17th City Council Meeting
Comments:
Hello,

Please see the attached letter from the NSBA to be included to Council regarding the upcoming re-vote on the Waste and Compost Systems.

Thank you,

Keith Moen
Executive Director
NSBA

Attachments:
user-pay_waste_service.pdf: https://www.saskatoon.ca/sites/default/files/webform/user-pay_waste_service.pdf

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270202>



December 12, 2018

User-Pay Waste Services

Phone 306.242.3060 Fax 306.242.2205

Email
info@nsbasask.com

#9-1724 Quebec Avenue,
Saskatoon, SK S7K 1V9

His Worship and Members of City Council
City Hall
222 3rd Ave North
Saskatoon, SK
S7K 0J5

Dear His Worship and Members of City Council,

The NSBA is concerned with the decision to reconsider City Council's decision to remove waste collection from the mill rate and move to a user-pay model for this service. Not only are we concerned that Council is re-arguing a motion that has been an ongoing discussion at Council and Committee meetings for months, but also that reconsidering this motion will continue to require businesses to subsidize the City's residential waste collection service.

To date, the NSBA has remained silent on this debate with the understanding that the creation of a user-fee waste would allow the City to more accurately recoup costs from the actual users of the services. It's our understanding that a user-pay model would be largely positive for businesses. ICI (Industrial, Commercial, and Institutional) properties pay a premium of 1.59:1 on the mill rate, yet the vast majority do not receive the benefits of waste services, nor utilize the City Landfill at all. Statistics contained in a [report](#) produced for the City in 2017 show that only 5% of ICI organizations in the city (300 of 6,140) utilize the City Landfill for their waste needs. It is our understanding from discussions with private landfill operators that this number continues to go down. If diversion is the true goal the City is well on its way to achieving this and, with other private landfills as options in the region, the City could even consider eliminating ICI dumping at the Saskatoon Landfill altogether.

Further, the way that the City currently funds its waste model results in an inflated fee for self-tipping, which is the means by which many in the aforementioned 5% of ICI City Landfill users access the service. This fee – \$105/tonne versus the [\\$75/tonne the City estimates as the high point of its airspace value](#) – has an adverse effect on small businesses which use the self-tipping option, (and hence the appeal of the private landfills in the area). By moving to a user-pay model that accurately prices current waste collection comprehensively, the City would be able to reduce these fees to an amount more in line with the estimated airspace value and reduce the financial burden on the few ICI customers it has.

We strongly urge City Council to re-confirm the motions passed on November 19, 2018 to move waste services towards being a financially self-supported model. Of course, our support of moving to a user-fee model is contingent on a true mill rate reduction to actually and accurately offset the user fees. We are happy to address any questions from City Council regarding this letter at the members' convenience.

Sincerely,

Keith Moen
Executive Director



SASKATOON'S BUSINESS ASSOCIATION

Bryant, Shellie (Clerks)

From: City Council
Sent: December 17, 2018 9:39 AM
To: City Council
Subject: Form submission from: Write a Letter to Council - duplicate
Attachments: 18_12_14_citycouncil_wasteutility2.pdf

Submitted on Monday, December 17, 2018 - 09:39
Submitted by anonymous user: 207.47.161.163
Submitted values are:

Date: Monday, December 17, 2018
To: His Worship the Mayor and Members of City Council
First Name: Darla
Last Name: Lindbjerg
Email: assistant@saskatoonchamber.com
Address: Greater Saskatoon Chamber of Commerce, 110 - 345 4th Avenue South
City: SASKATOON
Province: Saskatchewan
Postal Code: S7K 1N3
Name of the organization or agency you are representing (if applicable): Greater Saskatoon Chamber of Commerce
Subject: Re: Agenda Item #11.1 Councillor Hill - Curbside Waste Collection Funding [File No. CK. 116-2 x 7830-1]
Meeting (if known): City Council Meeting December 17/18
Comments: Attached Letter from Darla Lindbjerg re: Motion to Rescind Waste Utility Resolution
Attachments:
18_12_14_citycouncil_wasteutility2.pdf:
https://www.saskatoon.ca/sites/default/files/webform/18_12_14_citycouncil_wasteutility2_0.pdf

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271388>

December 14, 2018

Mayor Charlie Clark & City Councillors
City of Saskatoon
222 Third Avenue North
Saskatoon, SK S7K 0J5

His Worship the Mayor and Members of City Council:

SUBJECT: Motion to rescind waste utility resolution

On behalf of the Greater Saskatoon Chamber of Commerce, we are concerned with the motion to rescind the resolution passed on November 19th to fund curbside waste collection through a utility.

In November, City Council approved a user-pay utility structure to fund waste collection and introduced a mandatory organics program that would be funded through the property tax. From our perspective, the benefit of moving waste collection to the utility model is two-fold. First, a utility allows users to pay directly for the waste they generate, which should naturally incentivize diversion. Second, through a utility, users pay only for the services they use. Under the current property tax structure, Industrial, Commercial and Institutional (ICI) entities pay for public waste services; yet many don't utilize these services due to the use of private firms for waste collection.

In our view, if Council decides to overturn this decision, this could have a significant impact on property taxes, with both waste collection and the organics program falling under the property tax provision. Furthermore, the city's target of 70% waste diversion by 2023 may not be realized.

In closing, I ask Council to refrain from re-opening this debate and, instead, move forward with the progressive user-pay system for waste collection approved on November 19th.

Kindest regards,



Darla Lindbjerg
President & CEO



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Grasswood Mixed Use Node Market Impact Study Summary Report

Recommendation of the Committee

That the Administration be directed to consider the recommendations of the Grasswood Mixed Use Node Market Impact Study Summary Report during the development of the South East Concept Plan and the Saskatoon North Partnership for Growth bylaws.

History

At the December 3, 2018 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the A/General Manager, Community Services Department, dated December 3, 2018 was considered.

Attachment

December 3, 2018 report of the A/General Manager, Community Services Department

Grasswood Mixed Use Node Market Impact Study Summary Report

Recommendation

That a report be submitted to City Council recommending that the Administration be directed to consider the recommendations of the Grasswood Mixed Use Node Market Impact Study Summary Report during the development of the South East Concept Plan and the Saskatoon North Partnership for Growth bylaws.

Topic and Purpose

The purpose of this report is to present the findings of the Grasswood Mixed Use Node Market Impact Study Summary Report prepared by the consultants Cushing Terrell Architecture Inc.

Report Highlights

1. The Grasswood Mixed Use Node Market Impact Study Summary Report (Summary Report) recommends more dense, urban-style development in the Grasswood Mixed Use Node (Grasswood Node), and proposes land allocations and a phasing strategy based on population growth in the Saskatoon region. Full buildout of the Grasswood Node would require at least 35 years.
2. Bylaw amendments and significant infrastructure investments would be required to enable the development envisioned for the Grasswood Node in the Summary Report. Over the next year, a Concept Plan is slated for the area, and new bylaws to implement the Saskatoon North Partnership for Growth (P4G) Regional Plan are being drafted. The recommendations of the Summary Report can be considered during those projects.

Strategic Goal

This report and recommendation support the City of Saskatoon's (City) Strategic Goal of Sustainable Growth through collaborative planning with regional partners, stakeholders, and rights holders.

Background

Through negotiations done as part of the 2015 boundary alteration process, the City and the Rural Municipality of Corman Park (RM) committed to considering a joint approach to development in the Grasswood Node located along the Highway 11 corridor and Grasswood Road, just south of the city. The Grasswood Node is also within the Corman Park-Saskatoon Planning District (Planning District), an area jointly managed by the two municipalities. The municipalities determined that a market impact study could provide fact-based information on the size and types of development that could be supported in this area without negatively impacting existing or planned development in the City or the RM.

In the spring of 2015, Cushing Terrell Architecture Inc. was selected to prepare a market impact study for the Grasswood Node. The Grasswood Node is influenced by

the southeast alignment of the proposed Saskatoon Freeway, which was under review while the study was being completed. The Saskatchewan Ministry of Highways and Infrastructure established the alignment in this area in March 2018, which enabled the Summary Report to be finalized.

Report

Grasswood Mixed Use Node Market Impact Study Summary Report

The Summary Report, along with a cover report prepared by the RM Administration for the Corman Park-Saskatoon District Planning Commission was presented to the Corman Park-Saskatoon District Planning Commission on October 10, 2018 (see Attachments 1 and 2).

The study area, which is shown in Figure 1 of the Summary Report, includes approximately 2,100 acres of land. The developed portions of the study area comprise commercial development surrounding the intersection of Highway 11 and Grasswood Road, including reserve land of English River First Nation, and the Greenbryre Estates residential and golf course development located on the eastern edge of the study area. The rest of the study area, including land holdings of Cowessess First Nation, is largely undeveloped.

The study objectives were to:

- identify the amount and type of development (i.e. commercial, residential, institutional) needed to support growth while ensuring the viability of the region's existing markets in the City and the RM is not compromised;
- identify a maximum square footage for commercial development in the Grasswood Node;
- identify a phasing strategy for development in the Grasswood Node; and
- identify requirements for future market impact assessments for proposed new development in the Grasswood Node.

The Summary Report identifies recommended land allocations and a phasing strategy based on projected population growth in the Saskatoon region, with a buildout period of at least 35 years. The Summary Report provides recommendations for the following:

- more dense, urban-style development in the Grasswood Node, including retail, suburban office, light industrial, hotel, and residential development;
- that the current 35,000 square foot limit for commercial and industrial developments in the Planning District be removed in the Grasswood Node, which would facilitate more urban-style development;
- that retail impact assessments be required instead to ensure a proposed development does not have a detrimental effect on existing and planned retail centres; and
- recommendations on the content of retail impact assessments are also provided.

Implementation Highlights

Developing the Grasswood Node will require significant infrastructure; this is acknowledged in the Summary Report. Areas south of the city are known to have significant servicing challenges, particularly related to sanitary sewer and stormwater management. These challenges, which are both technical and financial, are intensified when provision for urban types of development are being considered, as is suggested in the Summary Report.

The City does not currently provide urban services beyond the City's corporate limits; however, the P4G Regional Plan that was endorsed in 2017 advocates for regional service provision. The P4G Regional Plan identifies the area southeast of City limits and north of the Saskatoon Freeway alignment, including most of the Grasswood Node, for long-term future urban growth. As part of implementing the P4G Regional Plan and subject to RM budget approvals, the City and the RM will be undertaking the South East Concept Plan in 2019 that will include land use plans and servicing strategies for interim rural development and for urban development in the area. The Summary Report will inform the South East Concept Plan.

The Summary Report also acknowledges that the location of the Saskatoon Freeway and associated access points will be critical to the successful development of the Grasswood Node. As noted, the preferred alignment has been established by the Saskatchewan Ministry of Highways and Infrastructure. Functional planning is underway, understanding the access provisions for the Grasswood Node will be key to any land use planning decisions.

Changes to the bylaws for the current Planning District would also be required to enable some of the types and densities of development in the Grasswood Node that are envisioned in the Summary Report, including the 35,000 square footage component noted above. Given the bylaws for the new P4G Planning District are currently being developed and are expected to be completed in 2019, and these will replace the existing Planning District bylaws, it is most efficient to address the Summary Report recommendations in the new P4G bylaws rather than through amendments to the existing bylaws.

Options to the Recommendation

City Council could choose to not approve the recommendation for the Administration to consider the Summary Report through the development of the South East Concept Plan and the P4G bylaws. Further direction would then be required.

Public and/or Stakeholder Involvement

Cushing Terrell Architecture Inc. held meetings with several stakeholders and rights holders to gain a better understanding of development pressures in the area. Individual meetings were held with English River First Nation and Cowessess First Nation to identify how best to incorporate their development interests into the planning process. As well, there were meetings with individual land owners and developers and

presentations to the P4G Planning and Administration Committee and the Corman Park-Saskatoon District Planning Commission. A summary of the stakeholder and rights holder engagement can be found in the Summary Report. Additional engagement will be done during the development of the South East Concept Plan and the P4G bylaws.

Financial Implications

There are no immediate financial implications as a result of this report. The City has committed budget as part of Capital Project No. 2605 – Regional Plan Implementation to begin work on the South East Concept Plan; proceeding with the project is subject to RM budget approval. Implementing the South East Concept Plan recommendations, including any potential servicing strategy, will require separate financial consideration. Plans and funding sources will be identified in future reports.

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

Details on the recommendations and implementation will be considered during the South East Concept Plan and the P4G bylaws when they are brought forward for consideration by the P4G partners' Councils. That is expected to occur in 2019.

Public Notice

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

Attachments

1. Grasswood Mixed Use Node Market Impact Study Summary Report
2. Corman Park–Saskatoon District Planning Commission - Cover Report

Report Approval

Written by: Dana Kripki, Senior Planner-Regional Partnerships, Planning and Development
Reviewed and

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

S/Reports/2018/PD/PDCS – Grasswood Mixed Use Node Market Impact Study Summary Report/lc

Grasswood Mixed Use Node Market Impact Study

Summary Report



Corman Park - Saskatoon Planning District, May 2016

PREPARED FOR



PIONEERING ENVIRONMENTS

GRASSWOOD Mixed Use Node

Market Impact Study



in collaboration with



Unit 216, 9525 201st Street | Langley, B.C. Canada | V1M 4A5 | 604.888.6680 p | www.CushingTerrell.com

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i PREFACE

Cushing Terrell Architecture Inc. ("Cushing Terrell") and its sub-consultant Preferred Choice Development Strategists ("Preferred Choice") was commissioned by the R.M. of Corman Park and City of Saskatoon to conduct a Market Impact Study for the approximate 2,800 acre Grasswood Mixed Use Node ("Grasswood Study Area"), located in the R.M. of Corman Park and adjacent to the South East municipal boundary of the City of Saskatoon. The study was carried out over the period May 2015 to May 2016.

The purpose of this project is to conduct a market impact study for development in the Grasswood Study Area that will:

1. identify the amount and type of development (Commercial, Industrial, Residential, Institutional) needed to meet projected growth while ensuring the viability of the Region's existing markets is not compromised;
2. identify a maximum square footage for commercial development in the Grasswood Study Area;
3. identify a phasing strategy for development in the Grasswood Study Area; and
4. identify requirements for future Market Impact Assessments for proposed new development in the Grasswood Study Area.

First Nation engagement with the English River and Cowessess First Nations was also undertaken in this study to ensure process transparency and compatibility with each respective rights-holders' long term goals for their lands. The English River First Nation has Reserve status, while the Cowessess First Nation has Treaty Land Entitlement (TLE) lands in the Grasswood Study Area.

Reference material for this report was obtained from, but not limited to; City of Saskatoon, R.M. of Corman Park, Conference Board of Canada, Colliers International, Avison Young, ICR Commercial Real Estate, Des Nedhe Development, Government of Saskatchewan Ministry of Highways & Infrastructure, Smith Travel Research, PKF Consulting Canada, HVS Global Hospitality Services, Environics Analytics, Statistics Canada, International Council of Shopping Centers and Cushing Terrell Architecture Inc.

Cushing Terrell does not warrant that any estimates contained within the study will be achieved over the identified time horizons, but that they have been prepared conscientiously and objectively on the basis of information obtained during the course of this study.

The Cushing Terrell Project Team would like to extend its thanks to the following individuals/ organizations who provided information and feedback throughout the process:

*Rebecca Row - R.M. of Corman Park
Laura Hartney - City of Saskatoon
Dana Kripki - City of Saskatoon
Christine Gutmann - P4G Project Manager
James McKnight - R.M. of Corman Park
Michelle Longtin - R.M. of Corman Park
Douglas Olson - (P4G) O2 Planning + Design
Christian Gass - (P4G) O2 Planning + Design
Gary Merasty - Des Nedhe Development
Shane Shircliff - Des Nedhe Development
Malcolm Delorme - Cowessess First Nation
Gerald Gaddie - Cowessess First Nation
Alvaro Campos - ICR Commercial Real Estate
Corman Park - Saskatoon District Planning Commission*

Cushing Terrell Architecture Inc., May 2016



EXECUTIVE SUMMARY

INTRODUCTION

The Grasswood Study Area is approximately 2,880 acres (1,165 hectare) situated in the R.M. of Corman Park, adjacent to the South Eastern municipal boundary of the City of Saskatoon.

The Grasswood Study Area currently represents a key southern node for future growth in the Region, City and R.M.

Overall, the Grasswood Study Area represents a strong geographic location for a mix of commercial, industrial, institutional and residential land uses. Not only is the Grasswood Study Area near rapidly growing and established residential areas, but it is ideally positioned at the nexus of future major growth to the south and at one of the major highway interchanges that connects Saskatoon to Regina and even Winnipeg, thus enabling ease and access for regional users.

Growth forecasts for the next five-years are forecast to continue at an estimated rate of 2.5% per annum. The City's longer term "*Growing Forward*" project is looking at accommodating a total population of 500,000 within the existing City limits.

BACKGROUND & PLANNING CONTEXT

The Saskatoon North Partnership for Growth (P4G) partnering municipalities comprising the City of Saskatoon, R.M. of Corman Park, Cities of Martensville and Warman and Town of Osler agreed that they needed to develop and adopt a long term view and plan for land use and servicing that is regional in scope for a Regional population of 1 million people.

There are currently a number of potential alternatives currently under review for the planned Saskatoon Freeway alignment, which is a Provincially led initiative.

Where this alignment interfaces with the Grasswood Study Area becomes imperative as traffic, access and visibility will increase at the intersection of the Saskatoon Freeway and Highway 11.

The consolidated Corman Park – Saskatoon Planning District Official Community Plan (OCP) provides the general framework for implementation of planning policy within the Planning District's boundaries. The OCP identifies all future growth on the Future Land Use Map. The map designates future land use districts within the Grasswood Study Area. The most notable is the 660 acre Future Commercial Area that surrounds the Highway 11 and Grasswood Road interchange. Notable policies include:

- Large scale retail establishments comprising over 35,000 sf of floor space on a single site are prohibited.
- Development shall locate in planned nodes at or near key intersections of provincial highways.
- Development shall be directed to locations where existing roads and infrastructure are sufficient to support the development, where minimal road upgrading would be required, and where development costs to Corman Park are minimized.
- Developments shall be located in a manner which minimizes road construction and maintenance.

For the purposes of this study the Consulting Team has identified an optimal or preferred scenario as it relates to future potential land uses in the Grasswood Study Area. The optimal scenario is the Ministry of Transportation's alternative located just south of the intersection of Grasswood Road and Highway 11 but still within the Corman Park - Saskatoon Planning District.

ii EXECUTIVE SUMMARY

In May, July, August and September of 2015, and April 2016, Consulting Team members held discussions with Cowessess First Nation with respect to the findings of the Market Impact Study and land use directions as they relate to Cowessess Lands.

Similarly, in May, August and September of 2015, Consulting Team members held discussions with English River First Nations and representatives for their Development entity; Des Nedhe Development. The purpose of these discussions was to hear about their future development plans as well as to inform them of the process and findings of the Market Impact Study and land use directions as they relate to English River Lands.

At the end of the day, a growth strategy for a total population in the region of 1 million residents cannot happen without planning a commensurate level of density, supporting services and employment areas, particularly those areas currently adjacent to the urban boundary of the City. The Market Impact Study findings suggest the Grasswood Study Area should be viewed as an essential and critical node over the next 35 years and beyond that could accommodate part of that future growth.

Over the next 35 years the Grasswood Study Area is forecast to have a potential population of 11,350. This figure would represent only 5.7% of the total new population growth in the entire Census Metropolitan Area (CMA), which is estimated to grow by approximately 196,297 new residents.

RETAIL SUMMARY

Development activity has continued in 2015 and is expected to continue in the coming years. Opportunities for retailers continues to grow as new space enters the market in suburban locations.

Projections estimate that within the next few years there could be as much as 2,700,000 sf of new commercial space developed within Saskatoon.

The bulk of retail growth will take place in new suburban developments where anticipated increases in population will fuel demand for shops and services. By the time many of these reach buildout, the Grasswood Study Area will be poised to become a viable and appropriate location for medium to long term growth.

First and foremost, the Grasswood Study Area's site and locational attributes suggest that the area represents a very strong and compatible area for future retail development ranging from neighbourhood to regional scale retail formats.

Among the Grasswood Study Area's best attributes is the regional accessibility for potentially attracting destination retail users who would need to access populations that could live as far south as Regina or further.

As it stands today, a regional node could only be accomplished if there are no limitations placed on anchor store sizes. Anchor tenants are the essential backbone to creating a regional retail development. Restrictions on anchor store sizes for regional developments run the real risk of losing sought after businesses and tax revenue to less restrictive cities, such as the City of Regina. While large scale destination and regional retail could be considered impactful to communities like Martensville, Warman and Osler, the reality is that the location on the south side of Saskatoon would be a preferred location for any such format and arguably this type of expenditure may already be leaving these smaller communities to regions such as South Edmonton Common etc.

On this basis, any large scale impact would not be significant on communities in the north. Rather, they would have the opportunity to retain spending in the CMA. In other words, there is sufficient demand to be accessed across the City of Saskatoon, R.M. of Corman Park and the CMA even with development in the Grasswood Study Area.

ii EXECUTIVE SUMMARY

One cautionary note with respect to retail development in the Grasswood Study Area, which has implications not just on retail, but on other commercial activities is the potential alignment of the future Saskatoon Freeway.

At the time of this report, the alignment has yet to be determined, but the ultimate alignment with Highway 11 will impact the location and scale of retail development, since developers and retailers will want to have the most visible and accessible location, which is often at a major highway interchange.

A location further south could also have negative impacts on English River whose location and retail prospects have a direct relationship with the access and visibility of Grasswood Road.

Demand and land use allocations are thus subject to change, if the future Saskatoon Freeway alignment differs from the assumptions made in this study.

Des Nedhe Development (the development entity of the English River First Nation) are well-positioned to work with developers in the short term and could be the catalyst for retail development. As a Reserve, English River is their own jurisdiction and therefore Planning District Bylaws do not apply, such as the 35,000 sf store size restriction. Limitations do still exist in the form of servicing, which would likely require collaboration with the City and R.M.

Consideration should be given to the fact that the existing 35,000 sf store size bylaw does not apply to the English River First Nation, which means that they could develop larger format retail as part of a regional development. Therefore, it would make for more prudent planning to create a framework to avoid disjointed patterns of development.

Lastly, the role of downtown Saskatoon is important as stated in the City's OCP, Section 6.1 which states a downtown objective to:

Ensure the downtown remains the centre and heart of the financial, administrative, cultural and commercial activities of the City and Region

In this regard, future retail development in the Grasswood Study Area is not expected to comprise the level nor mix of entertainment, food & beverage, or cultural activities that are essential to the vibrancy of a downtown environment. The single biggest determinant for downtown Saskatoon's retail vitality lies in the City's ability to promote and accommodate an increased level of residential density downtown. As long as high density Residential growth takes place in the downtown, retail development in Grasswood will not be impactful. If however, residential growth in the downtown does not take place, the potential impacts of Grasswood would likely be no more than other planned suburban retail developments.

The amount of retail space planned/envisioned for the Grasswood Study Area is considered reasonable over the 35 year time frame presented. In particular, since demand is spread over a longer time frame and phased accordingly, impacts on other areas across the City and Region are viewed as dispersed and minimal.

SUBURBAN OFFICE SUMMARY

As with retail, the Grasswood Study Area's site and locational attributes suggest that the area represents a very strong and compatible area for future suburban office business park development, as part of the establishment of a south employment centre.

Moreover, there is sufficient suburban office demand to be accessed across the City of Saskatoon, R.M. of Corman Park and the CMA even with development in the Grasswood Study Area.

With planned improvements including a major Saskatoon Freeway, the Grasswood Study Area also has the added potential to enhance regional accessibility to and from north of Saskatoon, not to mention Regina to the south.

ii EXECUTIVE SUMMARY

The degree of suburban office space planned/envisioned for the Grasswood Study Area is considered reasonable over the 35 year time frame presented. In particular, since demand is spread over a longer time frame and phased accordingly, impacts on other areas across the City and Region would be viewed as minimal.

It is however considered very important in the context of the Region that the Grasswood Study Area become a focal point for creating an integrated mix of uses. The P4G Regional Plan, currently underway, is looking at the bigger picture of growth throughout the region, within which the Grasswood Study Area is considered an area of future potential opportunity.

Des Nedhe Development (English River First Nation) are well-positioned to work with developers in the short term and could be the catalyst for early stages of suburban office development.

For the same reasons as for retail, the future Saskatoon Freeway alignment is desired to be as being as close to Grasswood Road and as close to the boundary of the Grasswood Study Area as possible. Demand and land use allocations are thus subject to change, if the future Saskatoon Freeway alignment differs from the assumptions made in this study.

LIGHT INDUSTRIAL SUMMARY

As with all the prospective land uses, the Grasswood Study Area's site and locational attributes suggest that the area represents a very strong and compatible area for future light industrial business park development, as part of the establishment of a south employment area.

Moreover, there is sufficient light industrial demand, particularly in the mid to later years (2030 to 2050) to be accessed across the City of Saskatoon, R.M. of Corman Park and the CMA (including Martensville, Warman and Osler) even with development in the Grasswood Study Area.

With planned improvements including a major Saskatoon Freeway, the Grasswood Study Area also has the added potential to enhance regional accessibility to and from north of Saskatoon, not to mention to Regina to the south, which is a significant factor for goods movement as it relates to the cost of goods, access to employment, etc. A location at the south side of Saskatoon could have synergistic benefits with the connectivity of the Grasswood Study Area with other logistics networks such as the Global Transportation Hub, either by road or rail.

The degree of light industrial space planned/envisioned for the Grasswood Study Area should be viewed as an essential and beneficial component for the R.M. of Corman Park as well as the City of Saskatoon over the next 35 years. In particular, since demand is spread over a longer time frame and phased accordingly, impacts on other areas across the City and Region would be viewed as minimal.

In fact, the potential allocation of industrial land uses in the corridor between Martensville and Saskatoon could pose more of a competitive impact to the Grasswood Study Area than would the reverse.

It is however considered important in the context of the Region that the Grasswood Study Area become a focal point for creating an integrated mix of uses. The Grasswood Study Area and particularly that area along and near to Highway 11 represents a very strong node for light industrial uses that can be yet another pillar towards creating a south employment centre.

Over time, as the City, R.M. and Region grow towards a long term goal of 1 million residents, the need for strategically allocated nodes of employment will be essential for commuting, servicing and goods movement. Moreover, the Saskatoon Freeway and its future tie in with Highway 11 and the nature of the CN Main Line and Branch Line would further support the notion that a node in the south could be well positioned in the context of future regional growth.



EXECUTIVE SUMMARY

Although another employment node is being considered along Highway 16 south also in conjunction with the Saskatoon Freeway, this location is envisioned to have heavy industrial uses, which are not competitive to the light industrial uses recommended for the Grasswood Study Area. Moreover, traffic counts along Highway 11 in Grasswood are 15,000 AADT, while those at the Highway 16 location are less than 7,000 AADT.

For the same reasons as for retail and office, the future Saskatoon Freeway alignment is desired to be as close to Grasswood Road and as close to the boundary of the Grasswood Study Area as possible. Demand and land use allocations are thus subject to change, if the future Saskatoon Freeway alignment differs from assumptions made in this study.

Des Nedhe Development (English River First Nation) are well-positioned to work with developers in the short term and could be the catalyst for light industrial development, in much the same way that they could be for suburban office development.

HOTEL SUMMARY

There is currently a very limited inventory of hotels in the south areas of the City, with the exception of recent openings of two (2) hotels in the Stonebridge neighbourhood and two (2) potential hotels in and around the Stonebridge Centre retail development (Preston Ave and Cornish Road).

The reality of market-driven demand and the overall future planned development of the Grasswood Study Area however suggests that after the current proposed ten (10) hotels enter the Saskatoon market by 2018, the next available time horizon for an approximate 100 to 120-room hotel would most comfortably be 2025, which would be consistent with the potential timing of the Grasswood Study Area's Phase 2 and 3 program.

RESIDENTIAL SUMMARY

Although the overall residential market has shown signs of a slowdown, all signs from CMHC and other sources indicate that the market continues to exhibit overall strength.

In terms of single family residential, this particular segment is forecast to continue as a strong format and in its share of total development projects. Opportunities for the Grasswood Study Area and future single family housing will lie in the ability to provide formats and neighbourhoods that are compatible with the high value and large lot Greenbryre neighbourhood, but allowing for increasing densities as growth transitions further south and as servicing becomes available.

While future single family housing will be in demand, the formats that are expected to garner the most market share will be higher density, more compact lots.

SINGLE FAMILY

If the R.M., City, and other partners in the Region are looking to create a plan and strategy to prepare for a population of 1 million residents over the long term, then areas such as the Grasswood Study Area, which are immediately adjacent to the existing urban boundary should be viewed as having sufficient density and residential critical mass to ensure that the Region can accommodate future growth, without having to go further south where there are numerous acreages and where it is unlikely that these uses will change.

Demand and growth of single family units is projected to grow from 200 units by 2020 to 1,100 by 2030; 2,900 by 2040 and ultimately 5,000 by 2050.

The corresponding population growth in single family dwellings could equate to approximately 500 residents by 2020, growing to 2,650 by 2030; 6,700 by 2040 and potentially 11,350 by 2050.

ii EXECUTIVE SUMMARY

As with any residential development of this scale, servicing requirements will drive the timing of the project and thus collaboration between the City of Saskatoon, R.M. of Corman Park and potential developers will be critical to setting the stage for single family development.

Further detailed residential zoning will likely be required in time so that residential formats and densities can be evaluated for their compatibility and serviceability, but the envisioned densities for the Grasswood Study Area are intended to allow for neighbourhood growth, similar to that which has taken place in the City of Saskatoon. If the regional growth plan is truly to look towards accommodating a population of 1 million people, then the Grasswood Study Area must be viewed in this way.

While a level of density at six to eight (6 to 8) upa may not be the target for the Grasswood Study Area in the early years, future single family residential components will nonetheless need to graduate up to higher levels of single family density six to eight (6 to 8) units per acre.

As major communities come on stream in the next few years, competition for single family housing is expected to be strong, thereby suggesting that the Grasswood Study Area's single family residential growth will largely ramp up after 2030.

The Grasswood Study Area is well-positioned to garner a conservative, yet fair share of future demand sufficient to warrant feasible support for single family development in the magnitude of 5,000 units by 2050 (in the range of 7 units per acre), accommodating almost 11,350 new residents.

This magnitude of growth is comparable to the growth that has occurred in nearby Stonebridge and is considered to be a necessary magnitude of growth over the next 35 years in the Grasswood Study Area to fulfill the regional vision for a population of 1 million people, particularly given the location and adjacency to the City's existing boundary and its context in the Planning District.

The phasing timeline for development of new single family formats is furthermore strategically timed to provide the requisite demand and support for the identified retail program in the Grasswood Study Area as well as for the potential office and light industrial development program.

MULTI-FAMILY

Realizing the growth dynamics of other developing communities in the City such as Brighton and Kensington as well as downtown, the Grasswood Study Area is not likely to be a prime target for multi-family demand, particularly condominium and rental housing in the near to mid term. Rather, Saskatoon's downtown should be the benefactor and focal point over the next 35 years for intensification and densification of multi-family residential, which will in turn provide a stronger platform of support for downtown shops, services, food & beverage and entertainment functions.

As a result, the ideal target market shares for the Grasswood Study Area reflect a very conservative and realistic outlook whereby a 1.0% market share of future multi-family demand could support approximately 760 units by 2050.

The City's *Growing Forward* project will be the key driver for multi-family density within the existing City boundaries, by increasing density at strategic nodes and along strategic corridors.

Under the phasing time horizons in this study, multi-family could be introduced by the end of 2020 (or sooner as potentially could be the case with Greenbryre's Phase 3 application for townhouses, although this is still under review and subject to approval of text amendments to the Planning District Bylaws).

Similarly, the Silver Sky area west of the Grasswood Study Area, is also proposing multi-family. The level of densities at Silver Sky are envisioned to be higher than in Greenbryre and the Grasswood Study Area, so the level of competitiveness is not as significant, both in timing and format.



EXECUTIVE SUMMARY

By 2030, there could be, cumulative demand for almost 250 multi-family units, growing to 460 units by 2040 and a preliminary target of 760 by 2050.

In terms of multi-family residential, this particular segment is forecast to increase in popularity and in its share of total development projects. Driven by house pricing as well as the affordability for new City residents, multi-family formats such as row homes, townhouses, condominiums and rental apartments will become increasingly more sought after across the City, but increasingly so closer into the City and around the University. As major communities come on stream in the next few years, competition for multi-family housing is expected to be strong.

Most of the higher density multi-family growth should be focused within the City's existing urban areas, particularly in the downtown where future intensification and densification of lands has the potential to provide a significant residential population base that will stimulate demand and support for existing as well as new retail, culture and entertainment in the downtown area.

This level of density will ensure that the downtown is in a strong competitive position as it relates to new retail elsewhere in the City and in the Grasswood Study Area, though the type of retail in the downtown would likely be different in its mix and format than found in other suburban nodes.

The Grasswood Study Area is well-positioned to garner a conservative fair share of future demand sufficient to warrant feasible support for multi-family development, though the target/optimal formats and densities are expected to transition from single family to townhouses, row housing, duplexes and gated adult-oriented communities.

The ideal time horizons for development of new multi-family formats are identified as 2025 to 2050, which would bode well for providing additional market support for the identified retail program in the Grasswood Study Area as well as for the potential office and light industrial programs.

There may be opportunities to revisit the optimal market shares over time, as the market and consumer preferences change, but it is believed that single family housing will be the driving force for the Grasswood Study Area, supplemented by medium density multi-family formats.

LAND USE ALLOCATION

The final stages of the Grasswood Mixed-Use Node Market Impact Study provide a logical sequencing/phasing of the respective land uses to best harness the area's existing developments and other site attributes as well as limitations realizing the inherent challenges that issues such as servicing could provide for development.

The Grasswood Mixed-Use Node Market Impact Study recommends a phasing of land uses with the goal of creating a clustered, mix of compatible land uses culminating in a buildout over the next 35 years and beyond.

- Phase 1 - up to 2020
- Phase 2 - 2020 to 2030
- Phase 3 - 2030 to 2040
- Phase 4 - 2040 to 2050

Phasing is also heavily contingent on several unknown/unconfirmed factors.

These include but are not limited to the proposed Saskatoon Freeway alignment and the subsequent location of the proposed overpass/interchange and the potential for further access/egress improvements to the Highway 11 flyover from Stonebridge to the Grasswood Study Area. This flyover has been designed to accommodate consideration for providing access east of Highway 11 in the future. However, any such improvements beyond that already designed by the City, such as additional on/off ramps would be undertaken at the cost of R.M. of Corman Park and/or Developers. Other significant considerations include regional servicing, construction costs as well as the unpredictability of regional, provincial and national economies.

ii EXECUTIVE SUMMARY

The most pressing issue of all of the latter is the location/alignment of the proposed Saskatoon Freeway, which could dramatically alter the locations of commercial and industrial activity, since many of these uses gravitate to major highway interchanges. As an example, this study is cognizant of current land use plans that show a larger area of commercial at the current Grasswood Road location. This is referred to in the R.M. as the Zmanix lands. The land use allocation in this study illustrates a departure in the amount and location of commercial land, which is due to the potential location of the Highway 11 and Saskatoon Freeway interchange and the likelihood that development will want to cluster closer to this interchange. It doesn't preclude commercial happening on the Zmanix lands, but rather the focus on the Zmanix lands would shift to residential in the bigger picture with some commercial that could complement the larger commercial node..

The land use phasing strategy presented in this study assumes an alignment of the Saskatoon Freeway that is as close to Grasswood Road as possible. The overall phasing strategy for the Grasswood Study Area is also premised on the following considerations:

- Establishing a south employment area for the City, R.M. and Region,
- Creating a compatible mix of commercial and light industrial uses in business park formats connected and buffering adjacent residential areas by a network of passive and recreational green spaces;
- Promoting single family residential development at slightly higher densities emanating from Greenbryre and largely occupying the eastern side of the study area;
- Creating a framework for introducing medium density multi-family formats such as townhomes connected seamlessly and harmoniously with single family development through parks, pathways and trails.

- Costs associated with developing and maintaining any parks, pathways and trails.

The Grasswood Study Area is showing market and population driven demand for approximately 1,752 gross acres by 2050. Conversely, the areas shown in **Figure 1** reveal a total area of 2,153 gross acres that could be developed respecting current property boundaries and quarter sections and excluding "Future Lands beyond 2050".

Therefore, on the basis of the overall demand and land use allocation, by 2050 there is still more land than forecasted demand would require. This means that the full buildout for the Grasswood Study Area, based on supportable market demand, would be beyond the next 35 years.

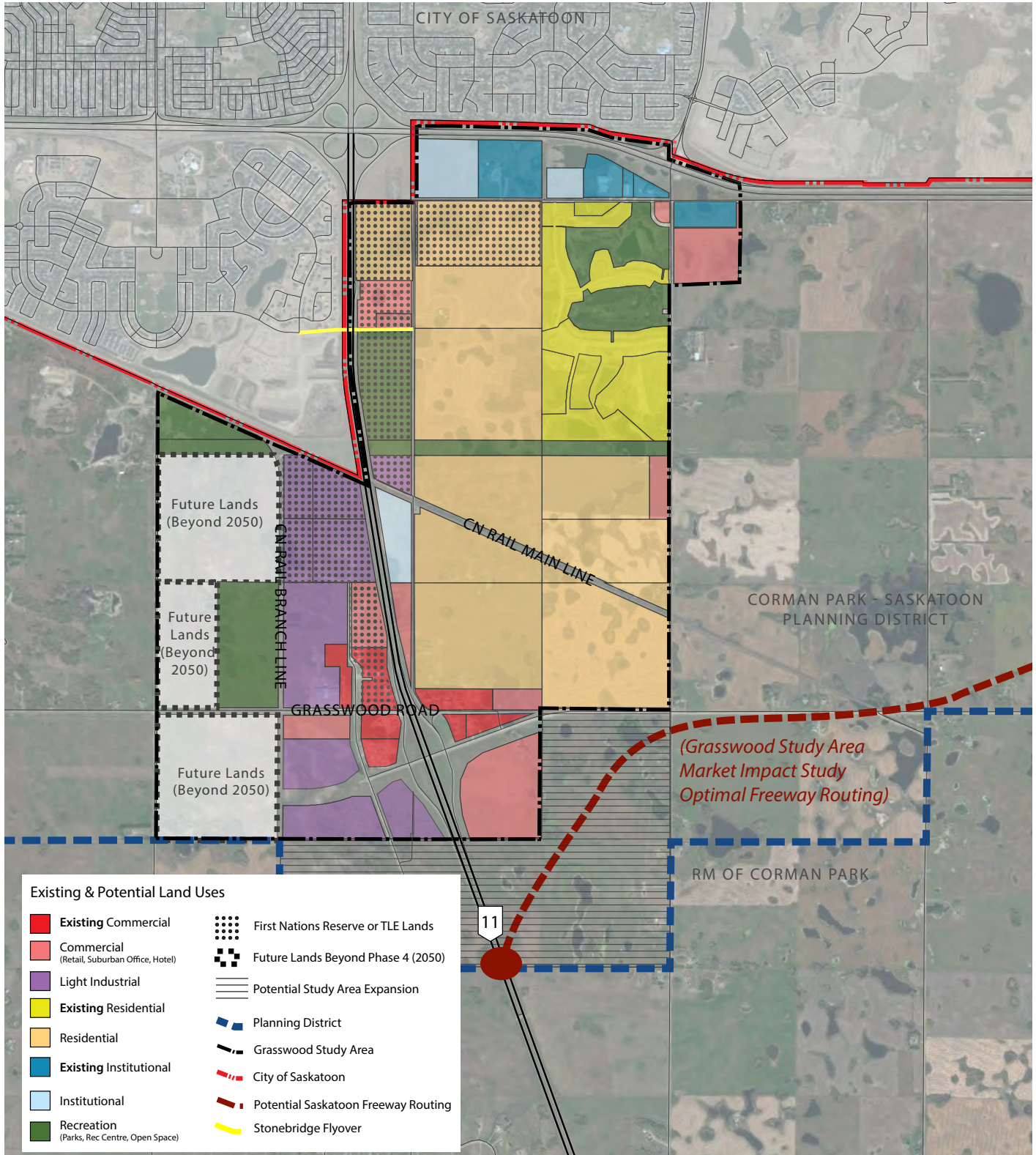
In some respects and for some specific land use categories (Residential, Commercial and Light Industrial) the market shares applied to future demand would need to be more aggressive in order to fully reach buildout by 2050. While a possibility, it could create undesirable impacts in the Region. On this basis, it is recommended and reasonable in the context of the local area and wider region, for the Grasswood Study Area to look to beyond 2050 as its benchmark for buildout.

An important component is the land on the western boundary of the Grasswood Study Area shown as "Future Lands Beyond 2050".

Since a goal of these lands would be to ensure ultimate compatibility of land uses, the future allocation provides flexibility to review demand dynamics for all the land uses in time and appropriately determine their viability and applicability. If the Saskatoon Freeway alignment takes place in the location shown or even pushed south, the area identified as "Potential Study Area Expansion" could be a more appropriate area for future Commercial or Light Industrial land uses, while the western edge of the existing Grasswood Study Area could be residential.

ii EXECUTIVE SUMMARY

FIGURE 1: GRASSWOOD STUDY AREA - LAND USE SUMMARY (TO 2050 and beyond)





EXECUTIVE SUMMARY

POLICY CONSIDERATIONS

RESIDENTIAL

The residential market analysis provides that lower density single family homes will be in higher demand than multi-family housing in the suburban context. Therefore the regulations as written provide satisfactory standards for anticipated residential growth, but may require a designation for density in the range of six to eight (6 to 8) upa.

Towards the end of the phasing horizon, should servicing be available and demand be met in the form of higher density multi-family housing types, a future consideration could be to establish regulations that would allow for such densities, though it is not considered a priority for the Grasswood Study Area in the near term.

In order to achieve the economics of development, future incremental increases in single family densities should be considered from current levels today, which are in the range of two (2) units per acre. Future densities as Residential could increase to six to eight (6 to 8) units per acre. Over time, densities should be revisited in conjunction with the phasing horizons and as the market shifts in terms of demographics, economics and overall demand.

A combination of minimum separation distances and landscaping treatments for future non-residential uses from country residential areas should be in place to minimize any negative impacts between the land uses.

Although the Grasswood Study Area is referred to as a "Mixed-Use Node", the reality is that the area is not conducive to any large scale or traditional mixed-use, which connotes a higher density vertical urban form. This type of development would be challenging in a suburban location such the Grasswood Study Area, but it is nonetheless worth considering having a potential mixed-use zoning designation in place as a proactive stance to potential developments over the longer term.

Though it is not recommended that a specific mixed-use land use be allocated.

This zoning could allow for the integration of either residential above retail, office above retail or office and residential above retail. This could perhaps take cues from the City of Saskatoon's MX-1 Zoning Designation, although even this form of development can be difficult in an urban setting, let alone in a suburban context like the Grasswood Study Area.

COMMERCIAL

As the Grasswood Study Area develops, and more importantly as the City and Region grow, pressures will be felt to accommodate larger retailers who will be seeking out sites with the traffic counts and regional accessibility provided by the future Saskatoon Freeway, not to mention the visibility already offered along the Highway 11 corridor.

The Planning District should consider eliminating the maximum retail store size regulation in the Grasswood Study Area and consider a requirement that any development project with a total Gross Leasable Area (GLA) exceeding 50,000 sf regardless of whether it is one tenant or multiple tenants, undertake a Retail Impact Assessment.

Any project of this size, up to 50,000 sf is likely to have a small localized trade area and is typically developed in association with a new developing community and thus a new local trade area. Therefore its impact is considered minimal and should not be subject to an impact assessment nor size limitation.

Individual or cumulative retail buildings representing 50,000 sf of GLA or more of a full retail development proposal should require a Retail Impact Assessment, provided by the developer prior to each phase, to ensure the development does not have a major detrimental impact on the trade of existing or committed retail centres and the surrounding area.



EXECUTIVE SUMMARY

Multiple developments less than 50,000 sf that are considered part of a singular master commercial development, should be limited to the first 35,000 sf without a Retail Impact Assessment, after which point a Retail Impact Assessment will be required even if less than 50,000 sf.

Additionally, any development with a total GLA larger than 100,000 sf comprising multiple tenants should present a phasing strategy as part of its Retail Impact Assessment.

A Retail Impact Assessment should be required to look at the market shares for each merchandise category type over a minimum five (5) years as quantified and measured against the forecasted retail sales growth over that same time frame.

A Retail Impact Assessment varies among store types and any impacts would need to show how long it would take competing comparable retailers in a core or primary trading area to recover the lost sales that a new retailer would potentially garner. This would be measured by sales transference.

The challenge of a Retail Impact Assessment however is that there is no set rule for how long a particular retailer can absorb sales transference. Some retailers are better equipped to respond and adapt, while others less so. Also, the majority of retail stores have multiple categories of retail merchandise, varying store sizes and certain retailers have larger trade areas than others.

Any Retail Impact Assessment could therefore be required initially to look at the overall project size and its required market share to justify the overall development or the respective phase being proposed. In so doing the Retail Impact Assessment would examine the current market dynamics as far as existing projects and their respective retail mix, as well as other proposed or approved projects.

Economics aside, to which developers are very cognizant, the market will almost always be in a check-and-balance situation. The Planning District does not need a restrictive size Bylaw to manage impacts, when it can utilize a Retail Impact Assessment Study to achieve a more effective quantification of impacts.

English River First Nation with its Reserve status is not subject to any District Bylaws that would require adherence to the Planning District's 35,000 sf store size Bylaw.

English River could attract a large format tenant, dependent on meeting the servicing requirements for such a development.

In the event English River attracted a significant retail development, such a move could render the Planning District's Zoning Bylaw redundant in the Grasswood Study Area. More critically, it could create a pattern of land use that might not be in the best interest of long term planning in the Grasswood Study Area.

If the objective of the Bylaw is to ensure minimal impacts on retail in the City, then the mere fact that English River, or even Cowessess if they transferred their lands to Reserve status, could add large retail formats the impacts can't be managed.

If however, the Bylaw is amended per the considerations in this document, then a more cohesive pattern of development could be allocated in a location more appropriate for and less impactful on the long term future growth of the region, rather than in a potentially scattered pattern.

The reality of the Saskatoon Freeway and Highway 11 suggests the Grasswood Study Area should have a Regional Retail node to protect and attract retail to the City; retail that would otherwise locate in less restrictive jurisdictions, namely the City of Regina.



EXECUTIVE SUMMARY

The Grasswood Study Area and in particular the location as shown in the Land Use Plan represents a location that could fit well with a tenants' regional or provincial growth strategy requiring trade area population support at not only a community scale, but a wider region, as evidenced in markets like Edmonton and Calgary where major new periphery highways have stimulated regional retail growth opportunities at major interchange locations.

INDUSTRIAL DISTRICTS

The areas in the Grasswood Study Area Land Use Plans designated for future "business" (Urban Commercial, Urban Light Industrial) are intended to represent less intensive development so that they are more compatible with adjacent or nearby residential uses.

The language and standards of the industrial zoning districts are satisfactory and complementary to the land use and phasing recommendations in this study.

Any future light industrial uses should be buffered from adjacent residential neighbourhoods by extensive setbacks as well as landscaping, berming, and other visual and sound barriers.

Light Industrial uses should be phased and not allowed to be scattered throughout the Grasswood Study Area.

Consideration could be given to including additional industrial zoning to cover agri-business industrial land uses.

Consideration could be given to creating a zoning similar to the City of Saskatoon's IB Zoning as an Industrial Business District, which "is to facilitate business and light industrial activities that are seeking a high quality, comprehensively planned environment"

This could be a very compatible zone for the western interface of the Grasswood Study Area.

FIRST NATIONS

The following represents considerations for ongoing dialogue and communication with First Nations rights-holders in the Grasswood Study Area. Given the Reserve status of English River and the potential for Cowessess to consider Reserve status for their lands, policy directions would be well-served by continuing the ongoing engagement of the First Nations as it relates to long term planning, including land uses, transportation and servicing.

The Planning District should continue to work with Cowessess and English River First Nations to explore further infrastructure development plans and partnerships for the Grasswood Study Area.

The Planning District should continue to advise and engage the Cowessess and English River First Nations Leadership and Administration of relevant planning initiatives pertinent to the Grasswood Study Area.

The Planning District should ensure that information regarding the Grasswood Market Impact Study, Saskatoon North Partnership for Growth (P4G), City of Saskatoon's "Growth Plan to Half a Million", and other relevant planning initiatives be shared with Cowessess and English River First Nations as deemed appropriate.



INTRODUCTION

REPORT STRUCTURE

In accordance with the Terms of Reference, this Executive Summary Report is presented in the following sections:

Section 1 - Location Context:

Assesses and documents the study area's context, guiding documents and influential developments.

Section 2- Retail Market & Demand:

Assesses and documents the local and regional retail inventory as well as potential future competitive nodes. Provides market share sensitivities and recommendations for the appropriate and optimal retail floorspace demand and land use requirements, as well as potential compatible development formats for future zoning.

Section 3 - Suburban Office Market & Demand

Assesses and documents the suburban office market inventory and performance metrics. Provides market share sensitivities and recommendations for the appropriate and optimal suburban office floorspace demand and land use requirements.

Section 4 - Light Industrial Market & Demand:

Assesses and documents the light industrial market inventory and performance metrics. Provides market share sensitivities and recommendations for the appropriate and optimal light industrial floorspace demand and land use requirements, as well as potential compatible/preferred development formats for future zoning.

Section 5 - Hotel Market & Demand:

Assesses and documents the Saskatoon hotel market inventory and performance metrics. Provides market share sensitivities and recommendations for the appropriate and optimal hotel demand and land use requirements.

Section 6 - Residential Market & Demand:

Assesses and documents the single and multi-family residential market performance of the Census Metropolitan Area (CMA). Provides market share sensitivities and recommendations for the appropriate amount of single and multi-family residential demand and land use requirements by utilizing demographics and density assumptions.

Section 7- Land Use Allocation & Phasing:

Provides a visual and tabular summary of the Grasswood Study Area's optimal land uses and land requirements, based on forecasted demand as well as the potential development formats as allocated over four (4) phasing horizons leading to 2050.

Section 8 - Policy Considerations:

Provides a series of recommendations and considerations to help guide and shape land uses over time in the Grasswood Study Area respecting challenges, opportunities, impacts, adjacent land uses, current stakeholder interests and overall best planning practices.

1 LOCATION CONTEXT

1.1 REGIONAL CONTEXT

The Grasswood Study Area is approximately 2,880 acres (1,165 hectare) situated in the R.M. of Corman Park, adjacent to the South Eastern municipal boundary of the City of Saskatoon.

The Grasswood Study Area currently represents a key southern node for future growth in the Region, City and R.M. as shown in **Figure 1.1**.

Saskatoon is located in the central area of the Province along Highway 16 between Edmonton and Winnipeg. It is the 17th largest CMA in Canada.

The Grasswood Study Area has the potential to tap into a regional population in the range of 450,000 that reside in the province, for whom Saskatoon is the major service centre. The City is located approximately 260 kilometres north of Regina and two and a half hours in terms of drive time. Prince Albert, a city of just over 35,000 in population is the next closest city to Saskatoon, 140 kilometres to the northeast, or an approximate one and a half hour drive.

Due to its location, Saskatoon acts as an integral regional commercial city, attracting companies to locate their regional and head offices. It serves many surrounding communities in terms of retail and accommodation, as well as health and education services. Its strategic location along Highways 11 and 16 allows Saskatoon to be a central hub for transportation, as well as the movement and distribution of goods between Western Canada, Eastern Canada and the northern United States.

The Grasswood Study Area is strategically located on Highway 11, the key transportation corridor between the cities of Saskatoon and Regina. The Grasswood Study Area is connected to the Canadian National railroad east-west mainline corridor and a collector north-south rail corridor. The area will soon be served by the proposed Saskatoon Freeway, which will circumnavigate the City of Saskatoon and connect Highway 11 to Highway 16, further connecting the north and south areas of the City's periphery and wider region. The ongoing public process for the Saskatoon Freeway is being led by the Ministry of Highways and Infrastructure.

1.2 LOCAL SITE CONTEXT

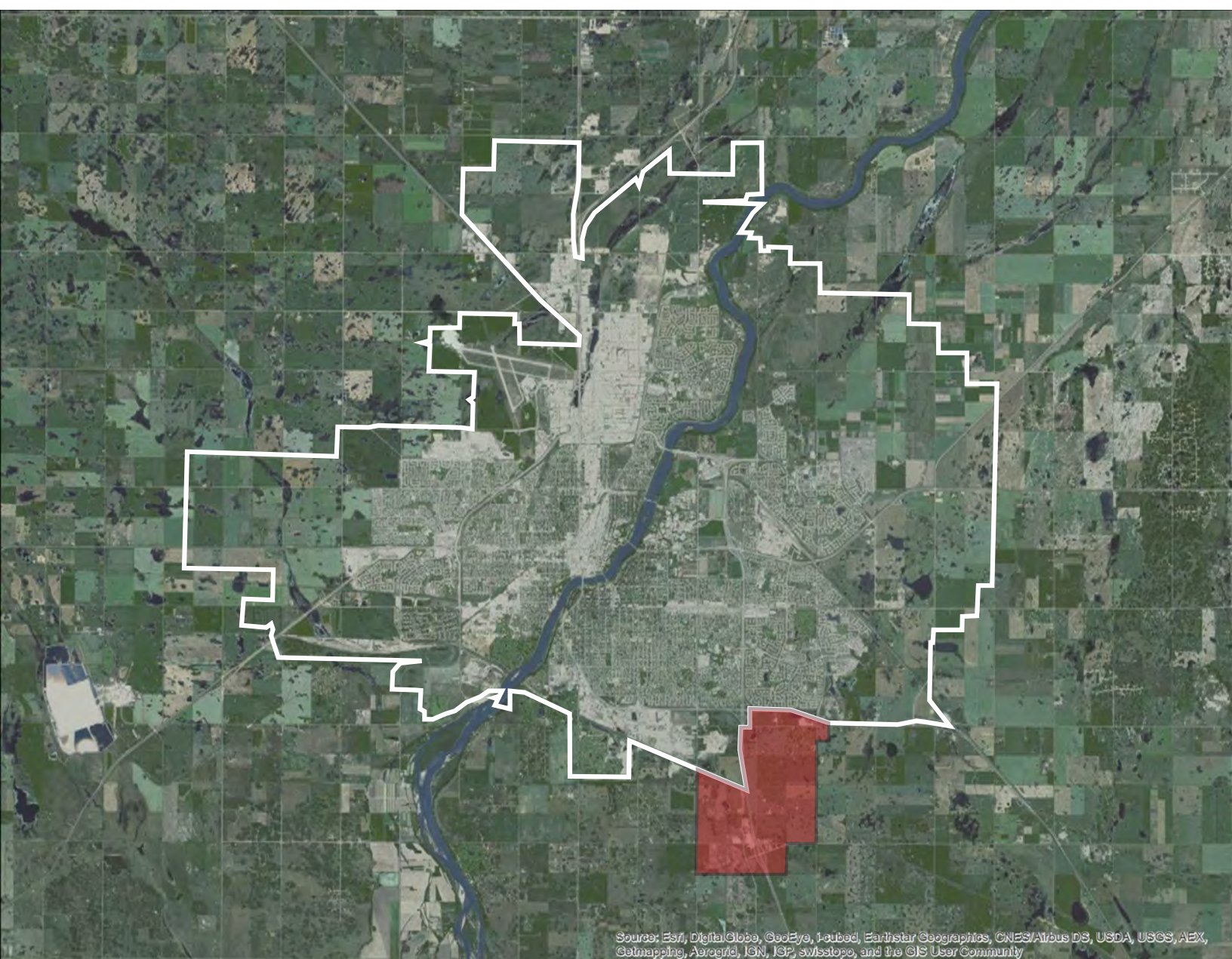
Overall, the Grasswood Study Area represents a strong geographic location for a mix of commercial, industrial, institutional and residential land uses.

Not only is the Grasswood Study Area near rapidly growing and established residential areas, but it is ideally positioned at the nexus of future major growth to the south and at one of the major highway interchanges that connects Saskatoon to Regina and even Winnipeg, thus enabling ease and access for regional users.

1.3 POPULATION SUMMARY

Saskatoon is a medium-sized city with approximately 255,000 residents as of 2014 (City of Saskatoon). Population has steadily risen since 2001 when the City was just over 193,000 residents. From 2006 to 2011, the City of Saskatoon experienced rapid growth, averaging a growth rate around 2.5% per annum.

Figure 1.1
GRASSWOOD STUDY AREA REGIONAL LOCATION



Sources: Esri, DigitalGlobe, GeoEye, Ikonos, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

Growth forecasts for the next five-years are forecast to continue at an estimated rate of 2.5% per annum. The City's longer term "*Growing Forward*" project is looking at accommodating a total population of 500,000 within the existing City limits.

The Saskatoon North Partnership for Growth (P4G) partnering municipalities comprising the City of Saskatoon, R.M. of Corman Park, Cities of Martensville and Warman and Town of Osler agreed that they needed to develop and adopt a long term view and plan for land use and servicing that is regional in scope for a Regional population of 1 million people.

In order to establish a framework for quantifying the commercial and industrial demand for the Grasswood Study Area, it is useful to delineate and quantify the Census Metropolitan Area (CMA) from which residents and employees will be sourced.

For the purposes of this study, the "*Future Saskatoon Census Metropolitan Area Population Estimates*" documentation has been used as recognized by the City of Saskatoon and R.M. of Corman Park and which is being used by P4G.

The purpose of using CMA population estimates is that it allows for projections over the long term, to 2050.

The CMA area includes communities such as Martensville, Warman and Osler as well as the R.M. of Corman Park and City of Saskatoon.

The intent of these projections is to provide a rough estimate of when the CMA will reach population planning thresholds of 300,000, 400,000 and 500,000.

The data contained in these projections is also being used in the concurrent P4G Regional Plan and therefore for consistency of data inputs the Cushing Terrell methodology utilizes these forecasts.

Below are the range of growth scenarios prepared by the City of Saskatoon.

Grouping	Rates of Growth	
City & Rural	Low	City 2.0% / Rural 3.0%
City & Rural	Medium	City 2.5% / Rural 3.5%
City & Rural	High	City 3.0% / Rural 4.0%
CMA	Low	CMA 2.5%
CMA	Medium	CMA 3.0%
CMA	High	CMA 3.5%

Although there were a variety of population scenarios prepared, population growth forecasts (which have a baseline starting population from 2013 Statistics Canada) have the CMA growing at an average annual rate of 2.5% per annum, which was considered as the low scenario for the CMA. The low scenario utilized in this study will allow for pragmatic forecasts and can better be adjusted and monitored over time if and as population milestones are met or exceeded.

Under the CMA 2.5% scenario, the CMA could reach a population of 500,000 by 2035.

1.4

SASKATOON FREEWAY

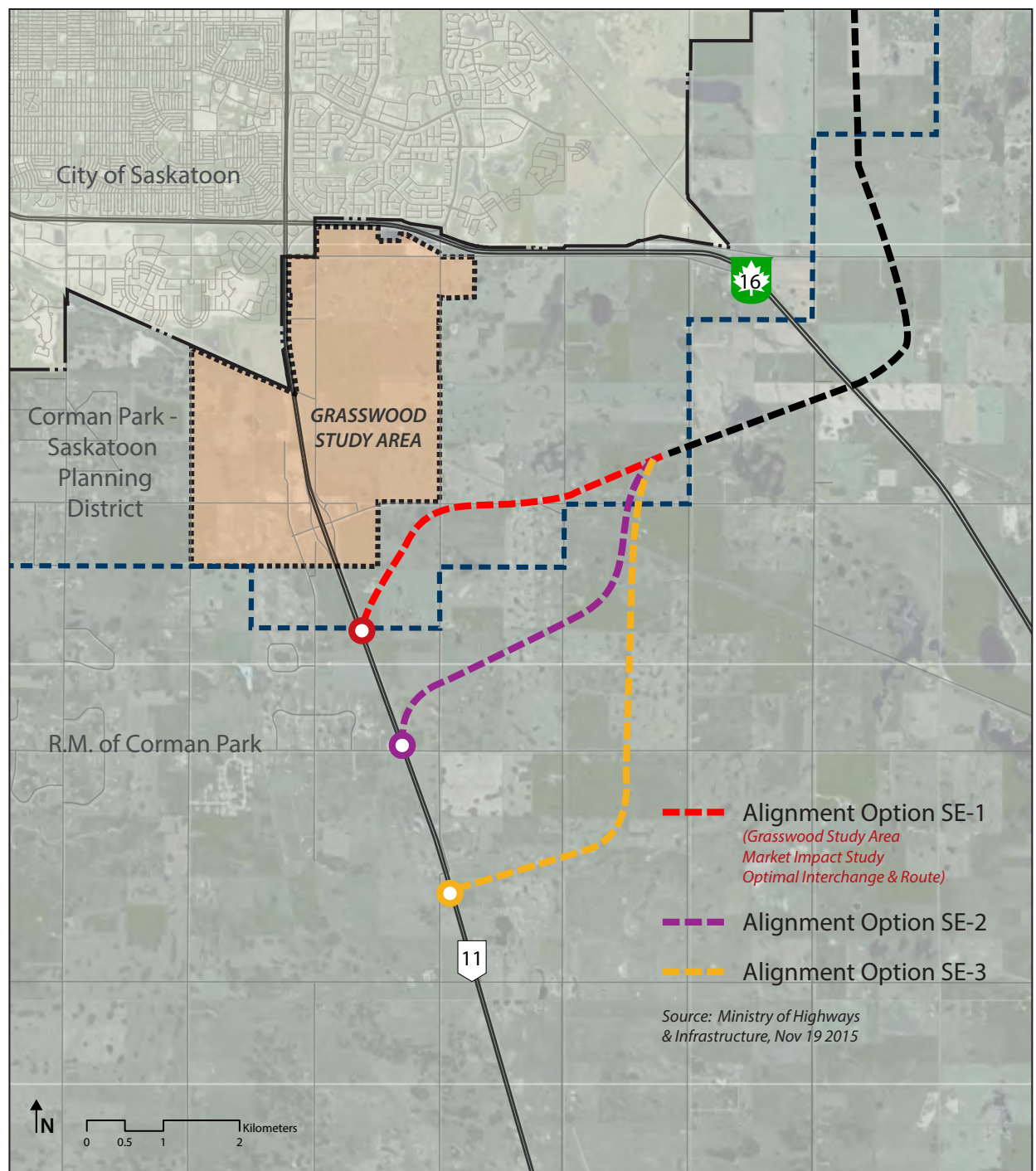
Figure 1.2 illustrates a number of potential alternatives currently under review for the planned Saskatoon Freeway alignment, which is a Provincially led initiative. Where this alignment interfaces with the Grasswood Study Area becomes imperative as traffic, access and visibility will increase at the intersection of the Saskatoon Freeway and Highway 11.

¹ Conference Board of Canada, *Provincial Outlook Economic Forecast Winter 2015*

Figure 1.2

SASKATOON FREEWAY ALIGNMENT - PROPOSED ALTERNATIVES

(Route alignments and interchanges are under review and subject to change)



1

This location will be a preferred site for a range of large format regional commercial and industrial users for whom visibility, regional access and high traffic volume are essential.

Any alignment that would shift the potential interchange further south could have the undesired impact of shifting targeted land uses out of the Grasswood Study Area. Not only could this have a negative impact on existing land owners (e.g. English River First Nation), but the servicing implications resulting from speculative development could also be costly, particularly for the R.M., if leapfrog development patterns are allowed to occur.

For the purposes of this study the preferred scenario (which is the preferred scenario of the Consulting Team) is the alternative located just south of the intersection of Grasswood Road and Highway 11 but still within the Corman Park - Saskatoon Planning District, shown as the red dashed line on **Figure 1.2**.

1.5 EXISTING LAND USE POLICIES

Official Community Plan

The consolidated Corman Park – Saskatoon Planning District Official Community Plan (OCP) provides the general framework for implementation of planning policy within the Planning District’s boundaries. The OCP identifies all future growth on the Future Land Use Map. The map designates future land use districts within the Grasswood Study Area. The most notable is the 660 acre Future Commercial Area that surrounds the Highway 11 and Grasswood Road interchange.

Notable policies include:

- Large scale retail establishments comprising over 35,000 sf of floor space on a single site are prohibited.
- Development shall locate in planned nodes at or near key intersections of provincial highways.
- Development shall be directed to locations where existing roads and infrastructure are sufficient to support the development, where minimal road upgrading would be required, and where development costs to Corman Park are minimized.
- Developments shall be located in a manner which minimizes road construction and maintenance.

The current permitted zoning is either Arterial Commercial or Rural Convenience Commercial, although this study will look at refining these designated land uses with terminology more compatible with the envisioned positioning of the Grasswood Study Area.

Arterial Commercial is intended for medium and large scale commercial activities that “*provide goods and services not customarily associated with urban commercial developments to the travelling public*” (OCP Page 28).

Rural Convenience Commercial includes smaller scale convenience commercial activities that serve a rural residential population and “*provide for the basic convenience needs of a local rural population to minimize automobile dependence*” (OCP Page 28). Current policy indicates any change to the OCP Future Land Use Map or other policies requires a concept plan.

Zoning Bylaw

The Corman Park – Saskatoon Planning District Zoning Bylaw provides land use regulations and design standards for development within the Planning District. There are five zoning districts within the Grasswood Study Area:

- D-Agricultural 1 (DAG1)
- D-Country Residential 1 (DCR1)
- D-Country Residential 5 (DCR5)
- D-Recreational 1 (DREC1)
- D-Arterial Commercial 1 (DC1)

Of particular influence is that large scale retail establishments comprising over 35,000 sf of floor space on a single site are prohibited under the current Zoning Bylaw.

Commercially-zoned lands are located primarily at the very strategic intersection of Highway 11 and Grasswood Road. The English River First Nation Reserve accommodates many of the existing commercial uses and has plans for accommodating future growth as part of their Grasswood Junction Master Plan.

P4G

P4G is a collaboration between the Cities of Martensville, Warman, Saskatoon, the R.M. of Corman Park and the Town of Osler. The Saskatoon North Partnership for Growth (P4G) Regional Plan *“will establish a coordinated approach to matters related to the physical, social, or economic circumstances of the Saskatoon Region that may affect the development of the Region as a whole”*. The P4G regional planning process, is ongoing and scheduled to be complete by June 2016.

1.6

FIRST NATION RIGHTS HOLDER ENGAGEMENT

Cowessess First Nation

In May, July, August and September of 2015, Consulting Team members held discussions with Cowessess First Nation with respect to the findings of the Market Impact Study and land use directions as they relate to Cowessess Lands.

Current Chief & Council have expressed a desire to see commercial development on the Cowessess Treaty Land Entitlement (TLE) property in the Grasswood Study Area. Under the TLE, lands are subject to the District Bylaws until such time as their land is designated as Reserve status.

Cowessess are looking at developing 5 acres for their own commercial development, of the 139 they currently own. Though the timing of development may not be in the immediate near term, Cowessess nonetheless is interested in a portion of their land being zoned as commercial.

As with other development projects in the Grasswood Study Area, infrastructure in the area is important. As such, Cowessess is considering investment in services which could tie-in with City of Saskatoon if possible. Improvements to the existing service road are desired to connect with the new Stonebridge flyover, which is primarily designed for movement of traffic to/ from the east in the future, but could provide opportunities for commercial development on Cowessess lands.

English River First Nation

In May, August and September of 2015, Consulting Team members held discussions with English River First Nations and representatives for their Development entity; Des Nedhe Development. The purpose of these discussions was to hear about their future development plans as well as to inform them of the process and findings of the Market Impact Study and land use directions as they relate to English River Lands.

Des Nedhe Development is the development corporation for the English River First Nation and continues to work at developing English River land in the Grasswood Study Area. This particular project is called Grasswood Junction. The Reserve property for English River was assembled over the last decade comprising 134 acres, of which 20 is developed and 114 is undeveloped, with the sole intent to stimulate economic and business development.

Accordingly, the property is being developed with a long term view and vision as shown in the Grasswood Junction Master Plan (refer to inset in **Figure 1.8**).

There is approximately 82,000 sf of building space currently at Grasswood Junction. The project features a small component of retail, office space and some light industrial space, and is fully leased out. There is interest in developing additional retail, food, office space, light industrial, and hotels.

English River has had high level discussions with the regarding improvements at Highway 11 to English River Lands. It is recommended that English River be actively involved in the Saskatoon Freeway discussions with the Ministry of Highways & Infrastructure which is Provincial Infrastructure regarding future possible connections to the English River Reserve lands dependent upon the final alignment of the Saskatoon Freeway at Highway 11.

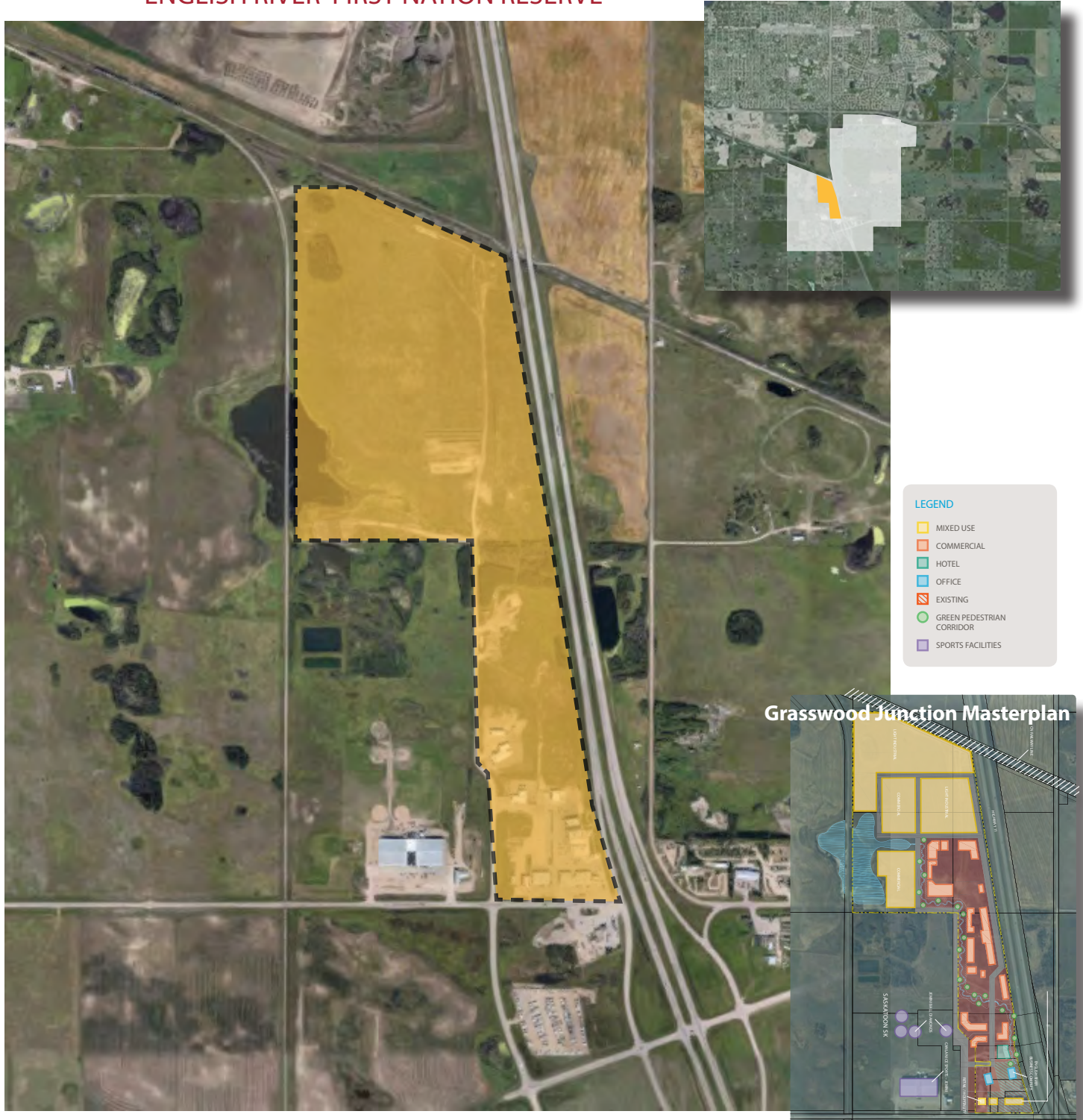
Development of utility services for the area for water and sewer is important to further growth for English River and other property owners in the Grasswood Study Area.

Therefore, English River is interested in further water and sewer utility service development or tie-ins. English River recently began an engineering study to identify in more detail the servicing needs to meet their future plans, particularly for waste water.

Figure 1.3
COWESSESS FIRST NATION TLE



Figure 1.4
ENGLISH RIVER FIRST NATION RESERVE



2 RETAIL MARKET & DEMAND

2.1 RETAIL OVERVIEW

The dynamics of the overall retail market as well as the sub market within which the Grasswood Study Area is located provides critical indicators as to the performance of the retail sector and moreover the magnitude of future demand.

The retail inventory reflects current and proposed retail centres/nodes, such that the Grasswood Study Area could be positioned and phased relative to competitive influences today and in the future. Ultimately, each new retail development would need to be tested to ensure feasibility and impacts are reasonable. **Figure 2.1** provides a visual context of the existing major retail nodes.

The competitive influences of major retail nodes across the City must be considered to understand how the retail sector functions and its implications on the timing and development staging for the Grasswood Study Area.

Saskatoon's growing population has accelerated the pace of new residential subdivisions which has resulted in significant development of retail space in the suburban market. In fact, strong population growth and a diverse economy continue to fuel the City's retail market as interest from retailers gains momentum. In the early months of 2015 vacancy increased 3.3%, while upwards of 156,000 sf were absorbed as of year end 2014; this trend continued in the early months of 2015, whereby retail year-to-date absorption (as of Q1 2015) was estimated to be 143,750 sf².

Since 2001, the City's retail inventory has grown from an estimated 8.8 million sf to 11 million in 2015. During this same time, the City has not had a vacancy higher than 4.1% despite this increase of over 2.2 million sf of retail space.

Moreover, the population during this same time frame 2001 to 2015 grew by approximately 57,000 (204,400 to 261,290). These variables paint a picture of a very strong, resilient and healthy retail market.

The City of Saskatoon's total retail inventory currently sits at approximately 11 million sf equating to an estimated 42 sf of total retail space per capita (based on a City population estimate of 260,000). This figure is consistent with most urban markets, particularly those that attract a wider regional market whereby data from the International Council of Shopping Centers reveals this range to fall in the 40 to 50 sf per capita range or even as high as 60 sf. Historically, according to data from Colliers International, the City of Saskatoon has hovered around the 45 to 50 sf per capita range.

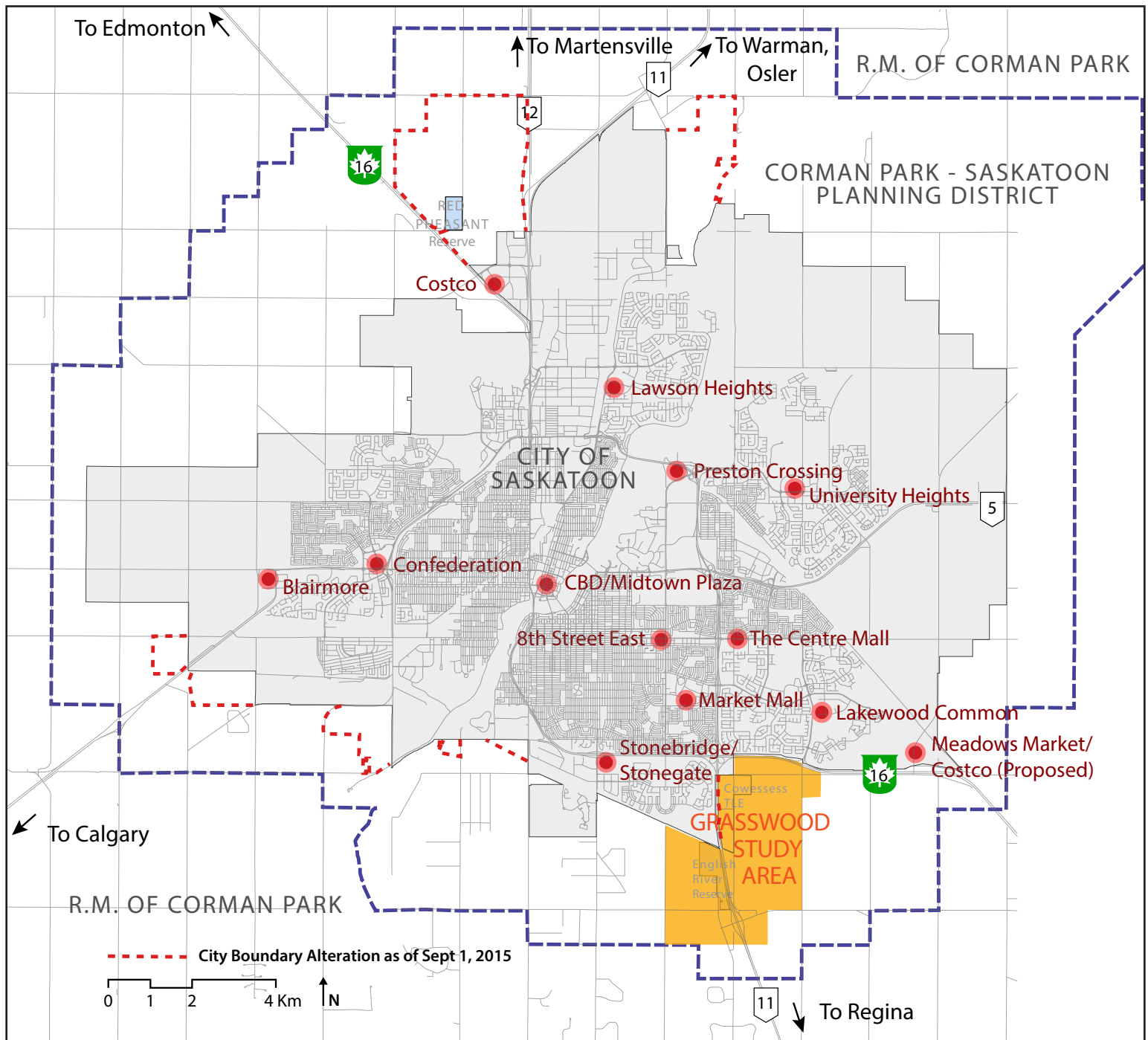
Saskatoon's Retail Sector is very resilient and healthy in terms of inventory, vacancy and lease rates. It is consistently reported by the retail brokerage community (Colliers, ICR Commercial Real Estate) that retailers are looking for high quality newer spaces that are increasingly becoming harder to find as a result of a shortage of supply and resulting high lease rates, combined with obsolete spaces. Any new retail space is typically leased before the end product is built. Conversely, current vacancies in the market are most often found in older, under performing or obsolete retail space.

The latter trend is not isolated to any one particular class of retail (i.e. Neighbourhood, Community, Power Centre, Regional Enclosed), but rather is found across all formats. According to both ICR and Colliers, retail vacancy in the City of Saskatoon is in the range of 3.0%, suggesting pent up demand whereby a healthy and balanced retail market may have a vacancy in the range of 4% - 6%.

² Source: ICR Saskatoon Spring 2015 Retail Survey

Figure 2.1

GRASSWOOD STUDY AREA AND OTHER MAJOR RETAIL COMMERCIAL DEVELOPMENTS



2.2

CMA RETAIL DEMAND

With an understanding of the current market supply in place, the next step of the analysis is to quantify and forecast the future retail demand in terms of floorspace and land requirements and the appropriate/reasonable timing of such demand to ensure that the local and overall market is not impacted by development in the Grasswood Study Area.

For the purposes of forecasting the retail demand, this study utilized the following data inputs, which are all applied using the CMA as the defined market ⁴:

1. **Employment** - which is a forecast based methodology to 2020 that applies a typical floorspace ratio per employee to forecasted employment growth in retail related categories.
2. **Historic Absorption** - which is a fact-based method that uses the past 6 years of available data as an input for forecasting to 2020.
3. **Space Per Capita Ratio** - which is a fact-based method that measures the current retail inventory as applied against the population base. Using this figure and applying to forecasted population growth allows for estimates of demand to be forecast to 2050.

To account for the fact that almost all new space will be in some form of modern organized shopping format, a figure of 30 sf per capita was used, since the figure of 42 sf for the City includes ALL retail such as older streetfront and obsolete retail.

The final step is to then allocate the forecasted demand into potential retail development formats/zoning that can then be sensitized by site utilization ratios to determine the amount of land required over time.

For the purposes of the Grasswood Study Area, the timeline for the demand forecasts corresponds with four (4) phases as follows:

- Phase 1 - up to 2020
- Phase 2 - 2021 to 2030
- Phase 3 - 2031 to 2040
- Phase 4 - 2041 to 2050

2.3

GRASSWOOD RETAIL FLOORSPACE DEMAND

Referring to **Table 2.1**, cumulative annual retail demand for the CMA (which includes Martensville, Warman and Osler) is forecast to grow from 283,000 sf in 2016 to over 1.0 million by 2020, eventually surpassing 3.0 million by 2025 and ultimately 13 million sf by 2050. Demand forecast is based on population growth in the CMA growing at 2.5% from 315,000 residents in 2016 to 347,000 by 2020; 393,000 by 2025 and ultimately 730,000 by 2050.

Therefore, as much as demand forecasts can be developer and tenant driven, they also have a direct and necessary correlation to population growth, which ultimately will allow for future growth to be managed based on whether population growth rates are not met, met or exceeded.

The Grasswood Study Area is but one of many areas in the wider region including the City of Saskatoon itself but also Martensville, Warman and Osler that will be looking to “tap” into the cumulative demand.

2

Table 2.1

GRASSWOOD STUDY AREA OPTIMAL RETAIL DEMAND BY MARKET SHARE & PHASE

Grasswood Feasible Cumulative Retail Market Share of New Retail Demand

	PHASE 1 2015 - 2020		PHASE 2 2020 - 2030		PHASE 3 2030 - 2040		PHASE 4 2040 - 2050	
	2015	2020	2025	2030	2035	2040	2045	2050
Saskatoon CMA Cumulative Annual Demand (sf)	264,802	1,048,465	3,027,093	4,578,249	6,333,239	8,318,850	10,565,387	13,107,136
Grasswood Study Area Market Share of Retail CMA Demand	0.0%	6.0%	8%	8%	10%	10%	10%	8%
Cumulative Grasswood Study Area Feasible Retail (sf)	-	62,908	242,167	366,260	633,324	831,885	1,009,362	1,009,362

Therefore, in order to ensure that the Grasswood Study Area does not negatively or adversely impact other essential retail areas planned, under construction or proposed (e.g. Holmwood Suburban Centre), a market share sensitivity is applied that respects the region-wide growth dynamics and ultimately the need for balanced growth throughout the Region. The market share approach is specifically used to provide estimates that won't have a negative impact on existing or proposed developments.

Rather the Grasswood Study Area will need to ramp up its demand over time and as is often the case, 'development spurs development' and therefore, it is reasonable to assume that market shares will start slow, then ramp up to a point of stabilization as the area reaches buildout and as other competing nodes also develop elsewhere in the City and Region.

This pattern is shown in **Table 2.1**, which utilizes a market share approach whereby conservative rates (6.0% of all demand) are used in the latter stages of Phase 1 culminating in feasible demand in the order of 60,000 sf to 80,000 sf by 2020.

In conjunction with expected growth and necessary servicing in the Grasswood Study Area, the next phase of development towards the end of Phase 2 could see the introduction of community scale retail (perhaps on First Nation Land) in the order of 50,000 sf to 75,000 sf as well as the early stages of a regional format retail cluster in the range of 250,000 sf. These levels of demand would require market shares in the range of 8% to 2030.

At this point in the phasing time frame, (2030) the market shares could increase marginally to 10% thus allowing the Grasswood Study Area to reach a regional critical mass in Phases 3 and 4 whereby retail demand could feasibly grow to a cumulative magnitude of 830,000 sf by 2040 and ultimately 1.0 million sf by 2045. Upon reaching a stabilized floorspace of almost 1.0 million sf, the market shares would then start to decline as the project may no longer need to add space, although the market could dictate a review of demand in time.

Table 2.2 illustrates a summary of the envisioned retail development program, by format and reveals a breakdown of floorspace for neighbourhood retail totalling 100,000 sf, community retail totalling 150,000 sf and regional retail totalling 750,000 sf.

Table 2.2

GRASSWOOD STUDY AREA LAND USE ALLOCATION SUMMARY BY FORMAT

GRASSWOOD STUDY AREA	Demand Allocation (SF or units)	Site Utilization / Density (upa)	Acres Required	Hectares Required
Retail				
Neighbourhood Retail	100,000	0.35	6.6	2.7
Community Retail	150,000	0.30	11.5	4.6
Regional Retail	750,000	0.25	68.9	27.9
Total	1,000,000	0.26	86.9	35.2

Table 2.3

GRASSWOOD STUDY AREA LAND USE ALLOCATION BY FORMAT & PHASE

GRASSWOOD STUDY AREA	PHASE 1 TO YEAR 2020		
	Phase 1 0-5 years	Acres Required	Hectares Required
Retail			
Neighbourhood Retail	60,000	3.9	1.6
Community Retail			
Regional Retail			
Total	60,000	3.9	1.6

GRASSWOOD STUDY AREA	PHASE 2 TO YEAR 2030		
	Phase 2 5-15 years	Acres Required	Hectares Required
Retail			
Neighbourhood Retail			
Community Retail	50,000	3.8	1.5
Regional Retail	250,000	23.0	9.3
Total	300,000	26.8	10.8

GRASSWOOD STUDY AREA	PHASE 3 TO YEAR 2040		
	Phase 3 15-25 years	Acres Required	Hectares Required
Retail			
Neighbourhood Retail			
Community Retail	100,000	7.7	3.1
Regional Retail	350,000	32.1	13.0
Total	465,000	39.8	16.1

GRASSWOOD STUDY AREA	PHASE 4 TO YEAR 2050		
	Phase 4 25-35 years	Acres Required	Hectares Required
Retail			
Neighbourhood Retail	40,000	2.6	1.1
Community Retail			
Regional Retail	150,000		
Total	190,000	2.6	1.1

PHASE 1

PHASE 2

PHASE 3

PHASE 4

2

2.4 GRASSWOOD LAND USE ALLOCATION

Having determined the optimal and feasible retail floorspace demand, the next step as shown in **Tables 2.2 & 2.3** is to allocate the floorspace demand into land use allocation. To do this, each of the phases is broken down into the respective retail development formats that are most likely to be needed and in demand within the Grasswood Study Area.

The Grasswood Study Area overall will need/have a strong residential component and therefore it will be important to have neighbourhood and community scale shops and services to fulfill the needs of new and existing local area residents. However, the locational attributes of the Grasswood Study Area with Highway 11 accessibility and visibility will favour the introduction of regional-serving retail. Accordingly, each of the respective retail formats (neighbourhood, community and regional) each have slightly differing degrees of site utilization/density.

By applying industry standards for site utilization, **Tables 2.2 & 2.3** reveal the amount of net developable land area (i.e. excluding roads, landscaping etc.) that would be required in the Grasswood Study Area. **Table 2.2** summarizes the land use allocation at buildout, which is estimated at 2045. The retail program comprised of neighbourhood, community and regional retail formats would require approximately 90 acres/35 hectares of new additional land (i.e. beyond that which currently exists today).

2.5 SUMMARY & IMPLICATIONS

Development activity has continued in 2015 and is expected to continue in the coming years. Opportunities for retailers continues to grow as new space enters the market in suburban locations.

Projections estimate that within the next few years there could be as much as 2,700,000 sf of new commercial space developed within Saskatoon ³.

The bulk of retail growth will take place in new suburban developments where anticipated increases in population will fuel demand for shops and services. By the time many of these reach buildout, the Grasswood Study Area will be poised to become a viable and appropriate location for medium to long term growth.

First and foremost, the Grasswood Study Area's site and locational attributes suggest that the area represents a very strong and compatible area for future retail development ranging from neighbourhood to regional scale retail formats.

Among the Grasswood Study Area's best attributes is the regional accessibility for potentially attracting destination retail users who would need to access populations that could live as far south as Regina or further.

As it stands today, in the Grasswood Study Area a regional node could only be accomplished if there are no limitations placed on anchor store sizes. Anchor tenants are an essential backbone to creating a regional retail development. Restrictions on anchor store sizes for regional developments run the real risk of losing sought after businesses and tax revenue to less restrictive cities, such as the City of Regina. While large scale destination and regional retail could be considered impactful to communities like Martensville, Warman and Osler, the reality is that the location on the south side of Saskatoon would be a preferred location for any such format and arguably this type of expenditure may already be leaving these smaller communities to regions such as South Edmonton Common etc.

³ Source: *Colliers Saskatoon Retail Report, Y/E 2014*

On this basis, any large scale impact would not be significant on communities in the north. Rather, they would have the opportunity to retain spending in the CMA. In other words, there is sufficient demand to be accessed across the City of Saskatoon, R.M. of Corman Park and the CMA even with development in the Grasswood Study Area.

One cautionary note with respect to retail development in the Grasswood Study Area, which has implications not just on retail, but on other commercial activities is the potential alignment of the future Saskatoon Freeway.

At the time of this report, the alignment has yet to be determined, but the ultimate alignment with Highway 11 will impact the location and scale of retail development, since developers and retailers will want to have the most visible and accessible location, which is often at a major highway interchange. A location further south could also have negative impacts on English River whose location and retail prospects have a direct relationship with the access and visibility of Grasswood Road.

Demand and land use allocations are thus subject to change, if the future Saskatoon Freeway alignment differs from the assumptions made in this study.

Des Nedhe Development (the development entity of the English River First Nation) are well-positioned to work with developers in the short term and could be the catalyst for retail development. As a Reserve, English River is their own jurisdiction and therefore Planning District Bylaws do not apply, such as the 35,000 sf store size restriction. Limitations do still exist in the form of servicing, which would likely require collaboration with the City and R.M.

Consideration should be given to the fact that the existing 35,000 sf store size bylaw does not apply to the English River First Nation, which means that they could develop larger format retail as part of a regional development. Therefore, it would make for more prudent planning to create a framework to avoid disjointed patterns of development.

Lastly, the role of downtown Saskatoon is important as stated in the City's OCP, Section 6.1 which states a downtown objective to:

Ensure the downtown remains the centre and heart of the financial, administrative, cultural and commercial activities of the City and Region

In this regard, future retail development in the Grasswood Study Area is not expected to comprise the level nor mix of entertainment, food & beverage, or cultural activities that are essential to the vibrancy of a downtown environment. The single biggest determinant for downtown Saskatoon's retail vitality lies in the City's ability to promote and accommodate an increased level of residential density downtown. As long as high density residential growth takes place in the downtown, retail development in Grasswood will not be impactful. If however, residential growth in the downtown does not take place, the potential impacts of Grasswood would likely be no more than other planned suburban retail developments.

The amount of retail space planned/envisioned for the Grasswood Study Area is considered reasonable over the 35 year time frame presented. In particular, since demand is spread over a longer time frame and phased accordingly, impacts on other areas across the City and Region are viewed as dispersed and minimal.

3 SUBURBAN OFFICE MARKET & DEMAND

3.1 OFFICE OVERVIEW

Following the general decline in employment following the reduction in oil prices, Saskatoon has further slid toward the bottom of its ten-year office cycle.

2015 is expected to be an important year as Saskatoon's office market continues to adjust to new office market realities, most notably vacancy rates that the City hasn't faced in many years.

Saskatoon continues to feel the effects of a cooler office market. According to Colliers International, Saskatoon's downtown vacancy has risen to 14.83% in Q2 2015, significantly higher than the rate seen in Q2 2014 (6.86%).

After a several-year period of very low vacancy, Saskatoon is now being forced to adjust to a sudden increase in available space.

While businesses continue to move and expand, they are doing so at a much more measured pace.

The combined forces of new construction and natural resources companies scaling back or altogether leaving has created a significant issue for landlords while providing opportunities for tenants to negotiate more favourable terms.

In contrast to downtown, Saskatoon's suburban office market has experienced tremendous growth recently as employers continue to move to suburban areas and as office condominiums have become a popular format for smaller businesses.

While market conditions have affected suburban office space, the lack of space and the amount of interest from tenants has created a very different market.

The overall vacancy rate for suburban space is 13.5% compared to almost 15% downtown. However the suburban rate is not due to tenants leaving, but rather because tenants are upgrading to the new space that has been entering the market. Most of this new space is highly desirable and tends to lease shortly after completion.

Table 3.1

SUBURBAN OFFICE MARKET PERFORMANCE INDICATORS

(Source: Colliers International Q2 2015 Saskatoon Office Market Report)

Market Indicators Relative to prior period	Market Q2 2014	Market Q2 2015	Market Q2 2015 Trend
VACANCY	12.97%	13.40%	↑
NET ABSORPTION	(25,010)	28,065	↑
NEW SUPPLY	144,000	68,000	↓
RENTAL RATE	\$21.00	\$21.00	↔

Downtown office space should be protected to allow for new space to be developed in an effort to retain and attract office users downtown for whom suburban locations may not be preferred.

While suburban office space makes up less than 1.5 million sf of the total office space, suburban office space absorption has outperformed the downtown as revealed in **Table 3.1**.

Overall expectations by Colliers International are that the suburban vacancy rate will remain low as most of the new space under construction has been pre-leased and is very popular with tenants due to a number of factors such as access, parking and the quality of product.

It is this sentiment that particularly bodes well for the Grasswood Study Area as it determines the appropriate and feasible amount of office space. Despite the much larger availabilities in the downtown, suburban office space will remain a draw for a number of tenants.

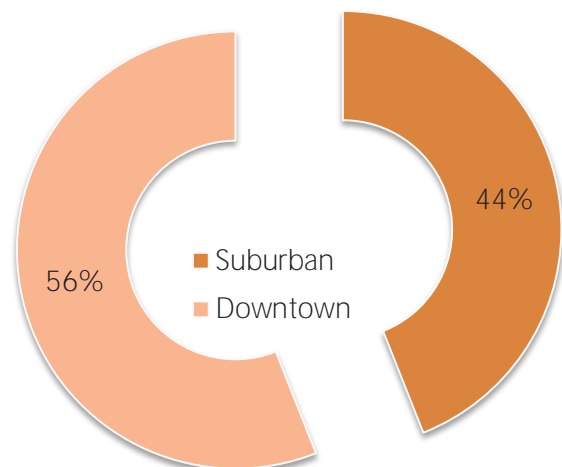
Even though Saskatoon does not have a policy in place like the City of Regina with respect to the ratio of downtown to suburban office space, there is nonetheless a sensitivity to the impacts that too much suburban office space can have on downtown.

However as the Region grows, suburban office space should be considered as a prerequisite for establishing well balanced employment centres and for managing commuter travel patterns in the face of growth. For that reason, the Grasswood Market Impact Study will only look at forecasting suburban office demand by maintaining the current ratio of 44% suburban office space over the forecast horizon (refer to **Figure 3.1**). By using this approach, downtown office demand can be preserved at its current ratio of 56%.

Figure 3.1
**CITY OF SASKATOON RATIO OF
SUBURBAN TO DOWNTOWN
OFFICE SPACE**

(Source: ICR Commercial Real Estate)

National ratio 49% : 51%



3

3.2 CMA SUBURBAN OFFICE DEMAND

Forecasting demand for office applies a similar “triangulation” methodology to that which was used for retail. However, an additional step taken for office demand recognizes the significant difference that exists between suburban and downtown office space. Furthermore, it is acknowledged that there is and should be a sensitivity to ensuring that the downtown office space is not impacted by too much suburban office space.

Therefore, for the purposes of the Grasswood Impact Study, the blended average of office demand is further reduced and isolated to the suburban office space level by applying the current ratio of suburban to downtown office space (refer to **Figure 3.1**). As such, any market shares that are applied to future demand are only assumed to be market shares of suburban office space and therefore do not impact downtown office space.

The final step is to then allocate the forecasted demand into potential office development formats/zoning that can then be sensitized by site utilization ratios to determine the amount of land required over time. As outlined, the office space is considered to be suburban in nature and moreover may not be freestanding, but could also be associated within retail and/or light industrial land uses as part of an integrated mix of uses.

The recommendation here is that the Grasswood Study Area, as opposed to a vertical mixed-use project is rather an integrated “mix” of horizontal land uses that creates a framework for the optimal development of a south employment centre.

For the purposes of the Grasswood Study Area, the timeline identified for the demand forecasts corresponds with four (4) phases as follows:

- Phase 1 - up to 2020
- Phase 2 - 2021 to 2030
- Phase 3 - 2031 to 2040
- Phase 4 - 2041 to 2050

Utilizing these phasing time horizons does not discount the potential for the phases to be expedited or pushed back, but since they are driven largely by the forecasted CMA population growth forecasts (at 2.5% per annum), the forecasting does allow for evaluations or checks-and-balances to be undertaken to make sure that demand is in step with the appropriate growth dynamics and thus ensures that any impacts can be minimized or prepared for.

3.3 GRASSWOOD SUBURBAN OFFICE FLOORSPEACE DEMAND

Cumulative annual suburban office demand for the CMA (which includes Martensville, Warman and Osler) is forecast to grow from 75,000 sf in 2016 to over 300,000 by 2020, eventually surpassing 670,000 by 2025 and ultimately approaching 3.0 million sf by 2050. The longer term demand forecast is based on population growth in the CMA growing at 2.5% from 315,000 residents in 2016 to 347,000 by 2020; 393,000 by 2025 and ultimately 730,000 by 2050.

Therefore, as much as demand forecasts can be developer and tenant driven, they also have a direct and necessary correlation to population and resulting employment growth, which ultimately will allow for future growth to be managed based on whether population growth rates are not met, met or exceeded.

Table 3.2

GRASSWOOD STUDY AREA OPTIMAL OFFICE DEMAND BY MARKET SHARE & PHASE

Grasswood Feasible Cumulative Office Market Share of New Suburban Office Demand

	PHASE 1 2015 - 2020		PHASE 2 2020 - 2030		PHASE 3 2030 - 2040		PHASE 4 2040 - 2050	
	2015	2020	2025	2030	2035	2040	2045	2050
Saskatoon CMA Cumulative Annual Demand (sf)	30,977	306,288	671,553	1,015,673	1,405,013	1,845,516	2,343,904	2,907,785
Grasswood Study Area Market Share of Office Demand	0%	10%	12%	12%	15%	15%	17%	17%
Cumulative Grasswood Study Area Feasible Office (sf)	-	30,629	80,586	121,881	210,752	276,827	398,464	494,323

The Grasswood Study Area is but one of many areas in the wider region including the City of Saskatoon itself, such as Holmwood but also Martensville, Warman and Osler that will be looking to “tap” into the cumulative demand. Holmwood represents an important east employment centre for the City and Region and will have a component of suburban office, likely in a combination of business park and freestanding formats.

Therefore, in order to ensure that the Grasswood Study Area does not negatively or adversely impact other suburban office areas planned, under construction or proposed, a market share sensitivity is applied that respects the region-wide growth dynamics and ultimately the need for balanced growth throughout the Region.

The Grasswood Study Area and particularly that area near Highway 11 represents a very strong area for a cluster of suburban office-related uses that could be one pillar towards creating a south employment area as the City, R.M. and Region grow.

This does not preclude the potential for another potential employment centre node in the South East, which also would be in the best interest of long term regional planning.

This pattern is shown in **Table 3.2**, which utilizes a market share approach whereby conservative rates (10% of all demand) are used in the latter stages of Phase 1, which could amount to 30,000 to 40,000 sf.

Of note, is that this feasible demand bodes well

for supporting the near term development vision of Des Nedhe Development (English River First Nation - Grasswood Junction project) who themselves are looking at developing a second office building on their lands. Essentially, the market study supports this, given the existing cluster of uses and available services.

With an increasing market share of suburban office demand growing from 10% to 17% the Grasswood Study Area could grow to 120,000 sf by 2030; to 275,000 by 2040 and just under 500,000 by 2050.

In the near term beyond Des Nedhe, demand for suburban office is not forecast to be overwhelmingly strong. Over time as the Region grows and the Grasswood Study Area reaches potential buildout by around 2050, or when the CMA reaches a population of approximately 730,000 the office components of the Grasswood Study Area could become more entrenched as part of a mix of uses.

Overall, for the 35 year period 2015 to 2050 the average market share for attaining the suburban office growth as envisioned would be in the 13% range, which would still leave a significant amount of suburban office demand on the table for other regional and suburban locations to garner.

Table 3.3 summarizes the envisioned office development program, by format and reveals a breakdown of suburban office floorspace which could feasibly be accommodated in a business park format.

3.4

3

GRASSWOOD LAND USE ALLOCATION

Having determined the optimal and feasible suburban office floorspace demand, the next step as shown in **Tables 3.3 & 3.4** is to allocate the floorspace demand into land use allocation.

By applying an industry standard for site utilization which is generally accepted for suburban business park formats, **Tables 3.3 & 3.4** reveal the amount of net developable land area (i.e. excluding roads, landscaping etc) that would be required in the Grasswood Study Area.

Table 3.3 summarizes the land use allocation at buildout, which is estimated at 2050. The suburban office program comprising predominantly business park formats, seamlessly integrated amongst retail and/or light industrial uses would require approximately 29 acres/11 hectares of new additional land (i.e. beyond that built today).

3.5 SUMMARY & IMPLICATIONS

As with retail, the Grasswood Study Area's site and locational attributes suggest that the area represents a very strong and compatible area for future suburban office business park development, as part of the establishment of a south employment centre.

Moreover, there is sufficient suburban office demand to be accessed across the City of Saskatoon, R.M. of Corman Park and the CMA even with development in the Grasswood Study Area.

With planned improvements including a major Saskatoon Freeway, the Grasswood Study Area also has the added potential to enhance regional accessibility to and from north of Saskatoon, not to mention Regina to the south.

The degree of suburban office space planned/ envisioned for the Grasswood Study Area is considered reasonable over the 35 year time frame presented. In particular, since demand is spread over a longer time frame and phased accordingly, impacts on other areas across the City and Region would be viewed as minimal.

It is however considered very important in the context of the Region that the Grasswood Study Area become a focal point for creating an integrated mix of uses. The P4G Regional Plan, currently underway, is looking at the bigger picture of growth throughout the region, within which the Grasswood Study Area is considered an area of future potential opportunity.

Des Nedhe Development (English River First Nation) are well-positioned to work with developers in the short term and could be the catalyst for early stages of suburban office development.

For the same reasons as for retail, the future Saskatoon Freeway alignment is desired to be as close to Grasswood Road and as close to the boundary of the Grasswood Study Area as possible. Demand and land use allocations are thus subject to change, if the future Saskatoon Freeway alignment differs from the assumptions made in this study.

Table 3.3

GRASSWOOD STUDY AREA OFFICE LAND USE ALLOCATION SUMMARY BY FORMAT

GRASSWOOD STUDY AREA	Demand Allocation (SF or units)	Site Utilization / Density (upa)	Acres Required	Hectares Required
Office				
Suburban Business Park	500,000	0.40	28.7	11.6
Total	500,000	0.40	28.7	11.6

Table 3.4

GRASSWOOD STUDY AREA OFFICE LAND USE ALLOCATION BY FORMAT & PHASE

GRASSWOOD STUDY AREA	PHASE 1 TO YEAR 2020		
	Phase 1 0-5 years	Acres Required	Hectares Required
Office			
Suburban Business Park	30,000	1.7	0.7
Total	30,000	1.7	0.7
GRASSWOOD STUDY AREA	PHASE 2 TO YEAR 2030		
	Phase 2 5-15 years	Acres Required	Hectares Required
Office			
Suburban Business Park	100,000	5.7	2.3
Total	100,000	5.7	2.3
GRASSWOOD STUDY AREA	PHASE 3 TO YEAR 2040		
	Phase 3 15-25 years	Acres Required	Hectares Required
Office			
Suburban Business Park	155,000	8.9	3.6
Total	155,000	8.9	3.6
GRASSWOOD STUDY AREA	PHASE 4 TO YEAR 2050		
	Phase 4 25-35 years	Acres Required	Hectares Required
Office			
Suburban Business Park	215,000	12.3	5.0
Total	215,000	12.3	5.0

PHASE 1

PHASE 2

PHASE 3

PHASE 4

4 LIGHT INDUSTRIAL MARKET & DEMAND

4.1

LIGHT INDUSTRIAL OVERVIEW

Due to abundant supply, slowing demand and a softening commodities market, new industrial construction continues to decrease. Rents have decreased through early 2015 as tenants become more and more difficult to find.

Net absorption was estimated at nearly zero in early 2015, while in 2014 about 300,000 sf of new industrial space was absorbed.

Like the office market, the 2015 industrial market is expected to continue to experience new realities including higher vacancy rates for newly developed space, particularly that built on speculation.

Saskatoon is seeing higher vacancy rates in the industrial market. According to Colliers International⁴, Saskatoon's industrial vacancy is up to 5.98% in Q1 2015, 1.5% higher than the rate seen in Q1 2014 (6.9%). There are 19 new industrial buildings totalling about 175,000 sf in Saskatoon, and about 70% of this space was currently available as of Q1 2015. Vacancy rates for existing space was 4.0% in early 2015. In total, about 1,187,000 sf of industrial space is currently available in the City.

Despite the decline in lease rates and increase in vacancies, certain niche industrial formats continue to be under served in the Saskatoon market. According to Colliers, industrial condos accounted for five of the seven buildings transacted in Q1 2015. In their Q1 2015 Industrial Market Survey, ICR points out that bays smaller than 2,000 sf as well as formats larger than 80,000 sf were under served in Q1 2015.

Fully serviced land values in Saskatoon are still more affordable than other Western Canadian cities. The approximately 30 acres of industrial land inside the City of Saskatoon is largely located in the Matrix Business Park Phase 4 and Marquis Industrial Phase 9.

Overall expectations by Colliers International are that the industrial market will experience a slower year in which the sector will have to adjust to new market realities. New construction will continue through 2015, adding somewhere between 400,000 sf and 800,000 sf of industrial space. Vacancy will rise based on current absorption rates. Until construction activity slows, rental rates will continue to decline.

Table 4.1

INDUSTRIAL MARKET PERFORMANCE INDICATORS

(Source: Colliers International Saskatoon Q1 2015 Industrial Market Report)

SASKATOON OVERVIEW

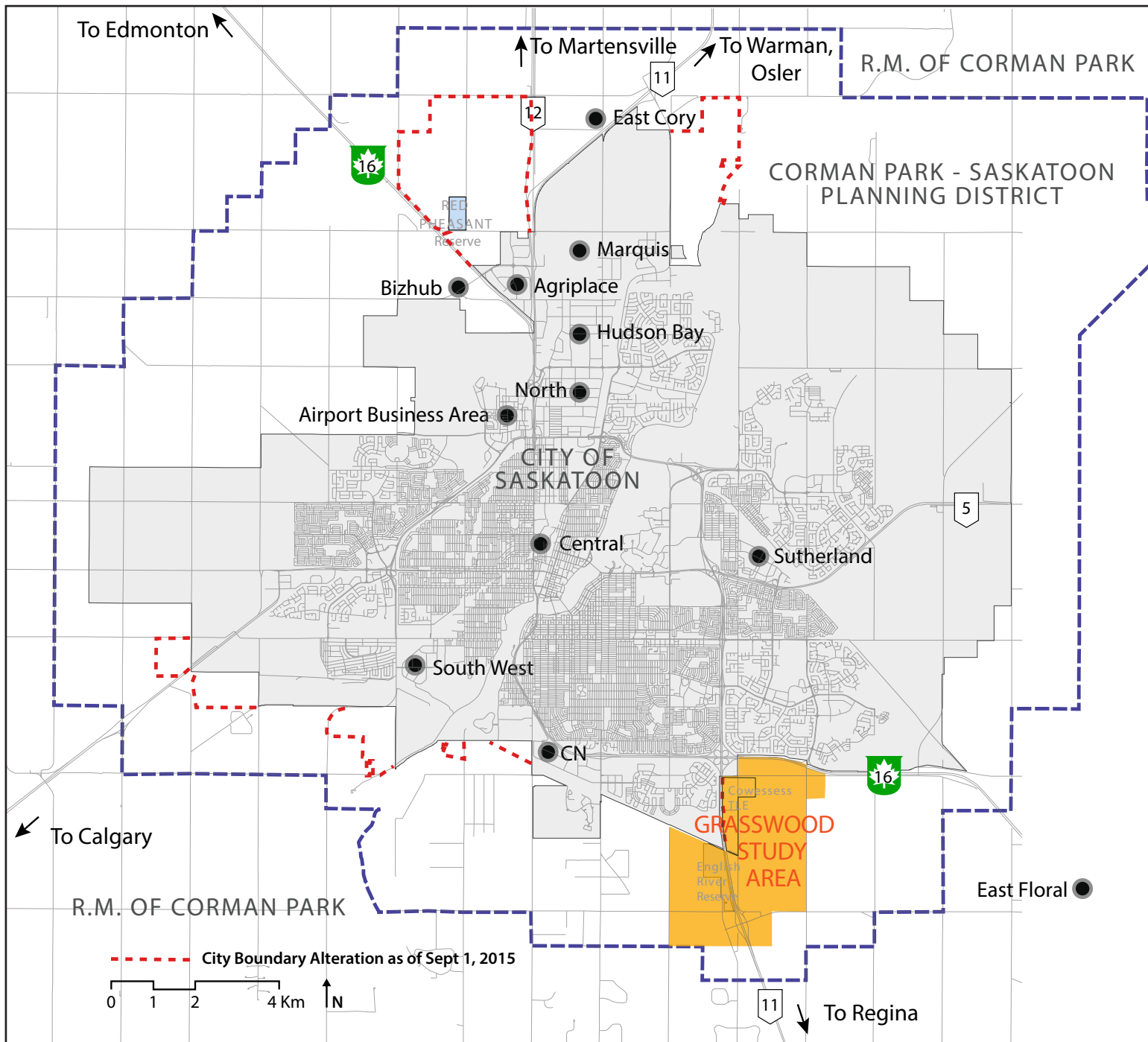
	Q3 2014	Q1 2015	TREND
Industrial Inventory*	21,751,000	21,926,916	↑
Net Absorption	260,000	(2,000)	↓
Vacancy Rate	5.10 %	6.00 %	↑
Average Net Rent**	\$ 10.52	\$ 10.00	↓
Average Additional Rent	\$ 3.50	\$ 3.50	→

*1300 industrial buildings were surveyed in Saskatoon** Asking Net Rent is calculated using a weighted average

⁴Colliers - Q1 2015 Saskatoon Industrial Market Report

Figure 4.1

GRASSWOOD STUDY AREA AND OTHER MAJOR INDUSTRIAL NODES



4

4.2

CMA LIGHT INDUSTRIAL DEMAND

Forecasting demand for industrial applies a similar “triangulation” methodology to that which was used for retail and office. However an additional step taken for industrial, as it was for office demand, recognizes the significant difference that exists between heavy and light industrial formats. Furthermore, it is acknowledged that given the nature of residential development in the local area, such as in Greenbryre, Grasswood Estates, Stonebridge, etc. that heavy industrial uses are not a desired nor compatible land use for the Grasswood Study Area.

Therefore, for the purposes of the Grasswood Study Area, the blended average of industrial demand is further reduced and isolated to reflect only light industrial space by applying an estimated ratio of heavy to light industrial space, which for the purposes of this study is estimated at 50:50 though this could be subject to change.

In so doing, any market shares that are applied to future demand are only assumed to be market shares of light industrial space that would be less impactful on the surrounding and adjacent residential lands. That said, the interface between even light industrial uses, which are envisioned to comprise low density business park formats without significant outdoor storage, is still an essential factor to consider when allocating and orienting buildings and lands.

The final step is to then allocate the forecasted demand into potential light industrial development formats/zoning that can then be sensitized by site utilization ratios to determine the amount of land required over time.

For the purposes of the Grasswood Study Area, the timeline identified for the demand forecasts corresponds with four (4) phases as follows:

- Phase 1 - up to 2020
- Phase 2 - 2021 to 2030
- Phase 3 - 2031 to 2040
- Phase 4 - 2041 to 2050

Utilizing these phasing time horizons does not discount the potential for the phases to be expedited or pushed back, but since they are driven largely by the forecasted CMA population growth forecasts (at 2.5% per annum), the forecasting does allow for evaluations or checks-and-balances to be undertaken to make sure that demand is in step with the appropriate growth dynamics and thus ensures that any impacts can be minimized or prepared for.

In conjunction with residential, light industrial uses are expected to be a significant land use node for generating a concentration of long-term employment opportunities.

4.3

GRASSWOOD LIGHT INDUSTRIAL FLOORSACE DEMAND

Cumulative annual light industrial demand for the CMA (which includes Martensville, Warman and Osler) is forecast to reach 1.7 million sf by 2020, eventually surpassing 3.7 million by 2025 and ultimately approaching 16.0 million sf by 2050. The demand forecast are based on population growth in the CMA growing at 2.5% from 315,000 residents in 2016 to 347,000 by 2020; 393,000 by 2025 and ultimately 730,000 by 2050.

Table 4.2

GRASSWOOD STUDY AREA OPTIMAL LIGHT INDUSTRIAL DEMAND BY MARKET SHARE & PHASE

Grasswood Feasible Cumulative Industrial Market Share of New Light Industrial Demand

	PHASE 1 2015 - 2020		PHASE 2 2020 - 2030		PHASE 3 2030 - 2040		PHASE 4 2040 - 2050	
	2015	2020	2025	2030	2035	2040	2045	2050
Saskatoon CMA Cumulative Annual Demand (sf)	359,003	1,736,746	3,783,866	5,722,811	7,916,549	10,398,563	13,206,733	16,383,921
Grasswood Study Area Market Share of LIGHT Industrial Demand	0%	7%	10%	10%	12%	14%	15%	17%
Cumulative Grasswood Study Area Feasible Industrial (sf)	-	119,835	378,387	569,420	949,986	1,469,317	1,981,010	2,768,883

Light industrial land uses represent one of the most important segments to the growth of the Region. Areas such as the corridor between Martensville and the City of Saskatoon could itself become an area of future industrial activity.

The Grasswood Study Area is however an emerging node in the wider region that needs to be considered for its role as an employment area in the south.

Within the City of Saskatoon, Holmwood and the South West Sector represent equally important future employment areas for the City and Region and they too will have a component of light industrial land use, likely in a combination of business park and freestanding formats. In the case of the South West Sector, the industrial land uses will nonetheless contain heavier formats, not considered compatible in Grasswood. Holmwood and Grasswood indeed have similar goals for the establishment as a horizontal cluster and mix of uses.

Therefore, in order to ensure that the Grasswood Study Area does not negatively or adversely impact other existing, planned, or proposed areas (e.g. Holmwood, South West Sector), a market share sensitivity is applied that respects the region-wide growth dynamics and ultimately the need for balanced growth throughout the Region.

The Grasswood Study Area and particularly that area along and near to Highway 11 represents a very strong node for light industrial uses that can be yet another pillar towards creating a south employment centre. Over time, as the City, R.M. and Region grow towards a long term goal of 1 million residents, the need for strategically allocated nodes of employment will be essential for commuting, servicing and goods movement. Moreover, the Saskatoon Freeway and its future tie in with Highway 11 and the nature of the CN Main Line and Branch Line would further support the notion that a node in the south could be well positioned in the context of future regional growth.

This market share model is ONLY applying market shares to light industrial space (i.e. does not include heavy industrial).

Table 4.2, which utilizes a market share approach whereby market share rates of 7% of all demand are used in the latter stages of Phase 1, which could amount to 120,000 sf by 2020. Of note, is that this feasible demand bodes well for supporting the near term development vision of the Des Nedhe Development (English River First Nation) who themselves are proposing light industrial uses in the northern part of their lands, where the possibility of utilizing the adjacent north-south rail line could be of value for potential user groups.

Table 4.3

GRASSWOOD STUDY AREA LIGHT INDUSTRIAL LAND USE ALLOCATION SUMMARY BY FORMAT

GRASSWOOD STUDY AREA	Demand Allocation (SF or units)	Site Utilization / Density (upa)	Acres Required	Hectares Required
Industrial				
Light Industrial	870,000	0.40	49.9	20.2
Medium Industrial	900,000	0.35	59.0	23.9
AgriBusiness Industrial	1,000,000	0.25	91.8	37.2
Total	2,770,000	0.32	200.8	81.3

Table 4.4

GRASSWOOD STUDY AREA LIGHT INDUSTRIAL LAND USE ALLOCATION BY FORMAT & PHASE

GRASSWOOD STUDY AREA	PHASE 1 TO YEAR 2020		
	Phase 1 0-5 years	Acres Required	Hectares Required
Industrial			
Light Industrial	120,000	6.9	2.8
Medium Industrial			
AgriBusiness Industrial			
Total	120,000	6.9	2.8
GRASSWOOD STUDY AREA	PHASE 2 TO YEAR 2030		
	Phase 2 5-15 years	Acres Required	Hectares Required
Industrial			
Light Industrial	150,000	8.6	3.5
Medium Industrial	300,000	19.7	8.0
AgriBusiness Industrial			
Total	450,000	28.3	11.5
GRASSWOOD STUDY AREA	PHASE 3 TO YEAR 2040		
	Phase 3 15-25 years	Acres Required	Hectares Required
Industrial			
Light Industrial	300,000	17.2	7.0
Medium Industrial	200,000	13.1	5.3
AgriBusiness Industrial	400,000	36.7	14.9
Total	900,000	67.1	27.2
GRASSWOOD STUDY AREA	PHASE 4 TO YEAR 2050		
	Phase 4 25-35 years	Acres Required	Hectares Required
Industrial			
Light Industrial	300,000	17.2	7.0
Medium Industrial	400,000	26.2	10.6
AgriBusiness Industrial	600,000	55.1	22.3
Total	1,300,000	98.5	39.9

PHASE 1

PHASE 2

PHASE 3

PHASE 4

Essentially, the market study supports this, given the existing cluster of uses though servicing considerations do exist. Servicing is most certain to be a key driver for accommodating the magnitude of light industrial demand, which is furthermore why the near term growth prospects could likely fall within the areas near to English River, though even this could be a challenge if urban services are required.

With an increasing market share growing from 10% to 17%, the Grasswood Study Area could grow to 570,000 sf by 2030, to 1.5 million by 2040 and over 2.7 million sf by 2050.

Overall, for the 35 year period 2015 to 2050 the average market share for attaining the light industrial growth as envisioned would be in the 11% range, which would still leave a significant amount of demand on the table for other regional and suburban locations to garner.

Essentially, for the Grasswood Study Area to become entrenched as a key node, it will need to be aggressive in attracting light industrial uses, which are expected to continue being the lifeblood of the Region.

Demand for light industrial is likely to be most competitive in the CMA over the short to mid term, with areas such as Saskatoon South West Sector, Holmwood and Martensville being more service-ready.

Therefore, the bulk of the light industrial demand is forecast to come on stream in Phase 4 (2040 to 2050), with some initial smaller phases introduced in earlier time frames as servicing becomes available.

This more spread out approach further minimizes the perceived impact of these more aggressive market shares.

As the Saskatoon Freeway gets closer to reality, the development prospects for the Grasswood Study Area will correspondingly increase, assuming that the Saskatoon Freeway interchange is close to the Grasswood Study Area.

Table 4.3 summarizes the envisioned light industrial development program, by format and reveals a breakdown of light industrial floorspace which would most feasibly be accommodated in a business park format.

4.4

GRASSWOOD LAND USE ALLOCATION

Having determined the optimal and feasible light industrial floorspace demand, the next step as shown in **Tables 4.3 & 4.4** is to allocate the floorspace demand into land use allocation.

By applying an industry standard for site utilization for the various light industrial formats, **Tables 4.3 & 4.4** reveal the amount of net developable land area (i.e. excluding roads, landscaping, etc) that would be required in the Grasswood Study Area over the four (4) designated phasing horizons.

Table 4.3 summarizes the land use allocation to the year 2050. The light industrial program which could also include agri-business, or non-intensive medium industrial formats would require approximately 200 acres/81 hectares of new additional land, beyond that which is currently built today.

4.5

SUMMARY & IMPLICATIONS

As with all the prospective land uses, the Grasswood Study Area's site and locational attributes suggest that the area represents a very strong and compatible area for future light industrial business park development, as part of the establishment of a south employment area.

4

Moreover, there is sufficient light industrial demand, particularly in the mid to later years (2030 to 2050) to be accessed across the City of Saskatoon, R.M. of Corman Park and the CMA (including Martensville, Warman and Osler) even with development in the Grasswood Study Area.

With planned improvements including a major Saskatoon Freeway, the Grasswood Study Area also has the added potential to enhance regional accessibility to and from north of Saskatoon, not to mention to Regina to the south, which is a significant factor for goods movement as it relates to the cost of goods, access to employment, etc. A location at the south side of Saskatoon could have synergistic benefits with the connectivity of the Grasswood Study Area with other logistics networks such as the Global Transportation Hub, either by road or rail.

The degree of light industrial space planned/ envisioned for the Grasswood Study Area should be viewed as an essential and beneficial component for the R.M. of Corman Park as well as the City of Saskatoon over the next 35 years. In particular, since demand is spread over a longer time frame and phased accordingly, impacts on other areas across the City and Region would be viewed as minimal.

In fact, the potential allocation of industrial land uses in the corridor between Martensville and Saskatoon could pose more of a competitive impact to the Grasswood Study Area than would the reverse.

It is however considered important in the context of the Region that the Grasswood Study Area become a focal point for creating an integrated mix of uses.

The Grasswood Study Area and particularly that area along and near to Highway 11 represents a very strong node for light industrial uses that can be yet another pillar towards creating a south employment centre. Over time, as the City, R.M. and Region grow towards a long term goal of 1 million residents, the need for strategically allocated nodes of employment will be essential for commuting, servicing and goods movement. Moreover, the Saskatoon Freeway and its future tie in with Highway 11 and the nature of the CN Main Line and Branch Line would further support the notion that a node in the south could be well positioned in the context of future regional growth.

Although another employment node is being considered along Highway 16 south also in conjunction with the Saskatoon Freeway, this location is envisioned to have heavy industrial uses, which are not competitive to the light industrial uses recommended for the Grasswood Study Area. Moreover, traffic counts along Highway 11 in Grasswood are 15,000 AADT, while those at the Highway 16 location are less than 7,000 AADT.

For the same reasons as for retail and office, the future Saskatoon Freeway alignment is desired to be as close to Grasswood Road and as close to the boundary of the Grasswood Study Area as possible. Demand and land use allocations are thus subject to change, if the future Saskatoon Freeway alignment differs from assumptions made in this study.

Des Nedhe Development (English River First Nation) are well-positioned to work with developers in the short term and could be the catalyst for light industrial development, in much the same way that they could be for suburban office development.

5 HOTEL MARKET & DEMAND

5.1 HOTEL MARKET

The Saskatchewan Hotel Market continues to be one of the best performing in the country. In particular, the City of Saskatoon and the City of Regina both had occupancies well above 70% in 2012 and 2013.

With the opening of long needed hotels in both Saskatoon and Regina the annualized occupancy has dropped to 71% in Saskatoon and 67% in Regina in 2014 ⁵. The current and forecasted performance metrics for Saskatoon's hotel sector are as follows (Western Canada benchmark in parentheses):

	2014	2015
Occupancy	71% (65%)	67% (65%)
ADR	\$146 (\$141)	\$149 (\$146)
RevPAR	\$104 (\$92)	\$99 (\$95)

Saskatoon's total hotel inventory is comprised of 4,008 rooms (as of mid-year 2015).

In the past two years, two new hotels have been added to the City's overall inventory totaling 241 rooms. Both of these two new hotels are located in the North Sector (Courtyard and Mainstay Suites) in proximity to the airport.

Over the next three years approximately 918 new rooms are forecast to enter the market. This future inventory accounts for 22% of the total inventory, as it exists today.

This suggests the market will be stretched thin over the next 2-3 years and that any new hotel entrant would need to have a strong location and brand affiliation.

5.2 SASKATOON HOTEL DEMAND

Citywide timing for a new hotel, given the current inventory proposed to come on stream, would be between 2020 and 2025, at which time there could be demand for approximately 530 new hotel rooms in the City.

In time, as the City continues to grow and in particular as the Grasswood Study Area begins to establish a foothold with retail, suburban office and light industrial demand generators, a hotel opportunity/opportunities could become more viable. In the short term however, a hotel is seen to be a challenge for the Grasswood Study Area given the limited critical mass of demand generators in the immediate area and servicing.

Over the past few years, supply and demand for hotels has been strong in Saskatoon, largely because of the under served nature and older stock that categorized the inventory over the past 10 to 20 years. Over the past few years this has begun to change for the better in Saskatoon, though anecdotal perspectives suggest the hotel market still needs to be improved.

5.3 GRASSWOOD HOTEL ROOM DEMAND

On the basis of the Grasswood Study Area preparedness and existing land uses, it is reasonable to assume that market shares will start very conservatively, then escalate as other demand generators are introduced.

Accordingly, **Table 5.1** illustrates a more sensitized market share approach that suggests that the earliest that a hotel is likely to be supported would be 2025, with further hotel opportunities being feasible in 2035 and 2045 respectively.

⁵ PKF Consulting Canada Western Canada Outlooks 2015.

Table 5.1

GRASSWOOD STUDY AREA OPTIMAL HOTEL DEMAND BY MARKET SHARE & PHASE

Grasswood Feasible Cumulative Hotel Market Share of New Hotel Demand

	PHASE 1 2015 - 2020		PHASE 2 2020 - 2030		PHASE 3 2030 - 2040		PHASE 4 2040 - 2050	
	2015	2020	2025	2030	2035	2040	2045	2050
Saskatoon Cumulative Annual Demand (Rooms)	0	368	789	1,270	1,820	2,450	3,171	3,996
Grasswood Study Area Market Share of Hotel Demand	0%	10%	15%	15%	20%	20%	17%	14%
Cumulative (Hotel Rooms)	-	37	118	190	364	490	545	545

In other words, every decade a new hotel could be introduced in the Grasswood Study Area in conjunction with and assuming that the continued buildout of other commercial and light industrial land uses progresses as envisioned, but not until the latter stages of Phase 2 (i.e. 2025 and beyond).

In total, by 2050, the Grasswood Study Area could have in the range of 550 hotel rooms.

5.4

GRASSWOOD LAND USE ALLOCATION

Having determined the reasonable and feasible hotel room demand, the next step as shown in **Tables 5.2 & 5.3** is to allocate hotel room demand into an approximate floorspace and corresponding land use allocation. To translate room demand into floorspace, an industry average of 650 sf per room was applied resulting in an estimated total floorspace in the magnitude of 360,000 sf.

By applying industry standards for site utilization in a suburban context, **Tables 5.2 & 5.3** reveal the amount of net developable land area (i.e. excluding roads, landscaping, etc) that would be required in the Grasswood Study Area.

Table 5.2 summarizes the land use allocation at buildout, which is estimated to be 2050, the hotel program would require approximately 17 acres/7 hectares of new additional land (i.e. beyond that which currently exists today).

5.5

SUMMARY & IMPLICATIONS

There is currently a very limited inventory of hotels in the south areas of the City, with the exception of recent openings of two (2) hotels in the Stonebridge neighbourhood and two (2) potential hotels in and around the Stonebridge Centre retail development (Preston Ave and Cornish Rd).

The reality of market-driven demand and the overall future planned development of the Grasswood Study Area suggests that after the current proposed ten (10) hotels enter the Saskatoon market by 2018, the next available time horizon for an approximate 100 to 120-room hotel would most comfortably be 2025, which would be consistent with the potential development timing of the Grasswood Study Area's Phase 2 and 3 program.

Table 5.2

GRASSWOOD STUDY AREA LAND USE ALLOCATION SUMMARY BY FORMAT

GRASSWOOD STUDY AREA	Demand Allocation (SF or units)	Site Utilization / Density (upa)	Acres Required	Hectares Required
Hotel	360,000	0.50	16.5	6.7
Total	360,000	0.50	16.5	6.7

Table 5.3

GRASSWOOD STUDY AREA LAND USE ALLOCATION BY FORMAT & PHASE

GRASSWOOD STUDY AREA	PHASE 1 TO YEAR 2020		
	Phase 1 0-5 years	Acres Required	Hectares Required
Hotel			
Total			
GRASSWOOD STUDY AREA	PHASE 2 TO YEAR 2030		
	Phase 2 5-15 years	Acres Required	Hectares Required
Hotel	80,000	3.7	1.5
Total	80,000	3.7	1.5
GRASSWOOD STUDY AREA	PHASE 3 TO YEAR 2040		
	Phase 3 15-25 years	Acres Required	Hectares Required
Hotel	100,000	4.6	1.9
Total	100,000	4.6	1.9
GRASSWOOD STUDY AREA	PHASE 4 TO YEAR 2050		
	Phase 4 25-35 years	Acres Required	Hectares Required
Hotel	180,000	8.3	3.3
Total	130,000	8.3	3.3

PHASE 1

PHASE 2

PHASE 3

PHASE 4

6 RESIDENTIAL MARKET & DEMAND

6.1

SINGLE-FAMILY MARKET SUMMARY

Saskatoon's single family starts, which consist of detached units are projected to reach 1,425 units in 2015, down 9.6% from the 1,577 units initiated in 2014 ⁶.

Rising new home inventory and completions outpacing absorption prompted a slower pace of housing starts in early 2015, as have slower employment growth and lower net migration.

Absorptions continuing to lag completions will prompt a slower pace of initiating new projects. As a result, single-family starts are forecast to moderate to 1,400 units in 2016.

Even though the market for single family and residential overall may have cooled from its record years, southern sub-markets continues to be a strong location for single family housing within the context of the City and Region overall.

6.2

MULTI-FAMILY MARKET SUMMARY

The Grasswood Study Area is not envisioned to be a high density multi-family area comprised of apartments and condominium properties. However, multi-family housing also includes lower density formats that include townhomes, row housing, duplexes as well as gated adult-oriented communities. It is these latter formats that may be of consideration for the longer term development in the Grasswood Study Area. In the short term, residential densities and demand are largely expected to be for single family dwellings.

Saskatoon's multi-family starts, which consist of semi-detached units, row houses, townhomes and apartments, are projected to reach 1,575 units in 2015 ⁶, down 19.4% from 1,954 in 2014, a 32-year high. A slower pace in employment growth and lower net migration are expected to moderate multi-family starts in Saskatoon in 2015. Lower-priced options will however see increased demand.

With absorptions continuing to lag completions, the inventory of complete and unabsorbed multi-family units for the ownership market stood at 404 in August, up 58% from August 2014. As a result, multi-family starts are forecast to moderate to 1,550 units in 2016.

6.3

TRADE AREA SINGLE FAMILY RESIDENTIAL DEMAND

With the development of Greenbryre already establishing a foothold in the northern tracts of the Grasswood Study Area, it will be important to ensure that future residential development does not impact nor create a perceived conflict with these higher end, larger lot houses.

That said, the Grasswood Study Area has the potential to create additional single family housing at increasing density levels capable of creating a compatible and complete community. Densities that are currently in the two to three units per acre (2 - 3 upa) will likely need to be increased to six to eight (6 - 8) upa in order to ensure that the single family units can be serviced and marketed appropriately.

Total single family housing demand in the CMA will increase from over 5,700 units in 2015 to almost 83,200 units by 2050, housing in the range of 190,000 residents.

⁶ CMHC Housing Market Outlook, Saskatoon CMA, Spring 2015.

6.4

GRASSWOOD SINGLE FAMILY MARKET SHARE

If the R.M., City, and other partners in the Region are looking to create a plan and strategy to prepare for a population of 1 million residents over the long term, then areas such as the Grasswood Study Area, which are immediately adjacent to the existing urban boundary should be viewed as having sufficient density and residential critical mass to ensure that the Region can accommodate future growth, without having to go further south where there are numerous acreages and where it is unlikely that these uses will change.

Table 6.1 applies a market share approach to forecasted single family demand. As projects like Brighton, Kensington, Rosewood and others come on stream, the most realistic and practical scenario for single family residential development, on a market share basis, is provided in **Table 6.1** which shows an escalating market share from 3% in the early stages of the Grasswood Study Area and settling at 6% market shares over the project horizon.

This trend could result in demand and growth of single family units from 200 units by 2020 to 1,100 by 2030; 2,900 by 2040 and ultimately 5,000 by 2050.

The corresponding population growth in single family dwellings could equate to approximately 500 residents by 2020, growing to 2,650 by 2030; 6,700 by 2040 and potentially 11,350 by 2050.

As with any residential development of this scale, servicing requirements will drive the timing of the project and thus collaboration between the City of Saskatoon, R.M. of Corman Park and potential developers will be critical to setting the stage for single family development.

Further detailed residential zoning will likely be required in time so that residential formats and densities can be evaluated for their compatibility and serviceability, but the envisioned densities for the Grasswood Study Area are intended to allow for neighbourhood growth, similar to that which has taken place in the City of Saskatoon. If the regional growth plan is truly to look towards accommodating a population of 1 million people, then the Grasswood Study Area must be viewed in this way.

6.5

GRASSWOOD SINGLE FAMILY LAND USE ALLOCATION

Having determined the optimal and feasible single family residential demand, the next step as shown in **Tables 6.2 & 6.3** is to allocate the residential unit demand into the land requirements.

By applying a residential single family density assumption of seven (7) upa to the forecasted 5,000 units, the identified single family residential demand in total by 2050 could require up to 735 acres or 300 hectares of land (excluding roads and landscaping).

Table 6.2 summarizes the land use by phase or time horizon and reveals that single family residential development will effectively take off after 2030, which is when projects such as Brighton, Rosewood and Kensington will likely reach their buildout.

In the lead up years 2020 to 2030, the Grasswood Study Area is expected to continue to grow, pending servicing at conservative rates, emanating outward from the Greenbryre community.

6

Table 6.1

GRASSWOOD STUDY AREA OPTIMAL SINGLE FAMILY RESIDENTIAL DEMAND BY MARKET SHARE & PHASE

	PHASE 1 2015 - 2020		PHASE 2 2020 - 2030		PHASE 3 2030 - 2040		PHASE 4 2040 - 2050	
	2015	2020	2025	2030	2035	2040	2045	2050
Trade Area Cumulative Demand (units)	5,707	19,759	33,899	36,733	46,330	57,156	69,377	83,198
Grasswood Marketshare	0%	1%	3%	3%	4%	5%	6%	6%
Cumulative Grasswood Feasible Single Family Residential Units	-	198	1,017	1,102	1,853	2,858	4,163	4,992
Estimated Cumulative Grasswood Population	0	489	2,475	2,646	4,390	6,680	9,600	11,360

6.6

TRADE AREA MULTI-FAMILY RESIDENTIAL DEMAND

Although multi-family demand comprises a variety of formats ranging from duplex to condominiums, the envisioned directions for the Grasswood Study Area for multi-family will ultimately be predicated by market economics and serviceability and compatibility with the development vision. However, for the purposes of this study, the multi-family components are largely envisioned to comprise townhomes, rancher style or duplex style housing, as commonly found in adult-oriented gated communities.

Condominiums or rental apartments, such as in Stonebridge are not envisioned to be a compatible or preferred residential component for the Grasswood Study Area given the existing and targeted residential densities. The necessary balance for the Grasswood Study Area will ultimately lie in providing a transition and stepping of density from that which exists today to slightly higher densities for multi-family that could reach a maximum of eight to 10 (8 - 10) units per acre.

As the Grasswood Study Area grows towards buildout and in particular beyond the 2030 time frame, there may be a rationale to revisit density assumptions, but for the purposes of forecasting land uses at this time, densities for multi-family should not be too high. There will eventually be a need and price point for residential formats between single family and condominiums.

Total multi-family housing demand in Saskatoon is forecast to increase from over 3,700 units in 2015 to almost 76,000 units by 2050, housing in the range of 173,000 residents.

6.7

GRASSWOOD MULTI-FAMILY MARKET SHARE

Realizing the growth dynamics of other developing communities in the City such as Brighton and Kensington as well as downtown, the Grasswood Study Area is not likely to be a prime target for multi-family demand, particularly condominium and rental housing in the near to mid term.

As a result, the ideal target market shares for the Grasswood Study Area reflect a very conservative and realistic outlook whereby a 1.0% market share of future multi-family demand could support approximately 760 units by 2050.

Table 6.2

GRASSWOOD STUDY AREA SINGLE FAMILY RESIDENTIAL LAND USE ALLOCATION SUMMARY BY FORMAT

GRASSWOOD STUDY AREA	Demand Allocation (SF or units)	Site Utilization / Density (upa)	Acres Required	Hectares Required
Single Family Residential	5,000	6.80	735.7	298.0
Total	5,000	6.80	735.7	298.0

Table 6.3

GRASSWOOD STUDY AREA SINGLE FAMILY RESIDENTIAL LAND USE ALLOCATION BY FORMAT & PHASE

GRASSWOOD STUDY AREA	PHASE 1 TO YEAR 2020		
	Phase 1 0-5 years	Acres Required	Hectares Required
Single Family Residential	200	50.0	20.3
Total	200	50.0	20.3
GRASSWOOD STUDY AREA	PHASE 2 TO YEAR 2030		
	Phase 2 5-15 years	Acres Required	Hectares Required
Single Family Residential	900	128.6	52.1
Total	900	128.6	52.1
GRASSWOOD STUDY AREA	PHASE 3 TO YEAR 2040		
	Phase 3 15-25 years	Acres Required	Hectares Required
Single Family Residential	1,800	257.1	104.1
Total	1,800	257.1	104.1
GRASSWOOD STUDY AREA	PHASE 4 TO YEAR 2050		
	Phase 4 25-35 years	Acres Required	Hectares Required
Single Family Residential	2,100	300.0	121.5
Total	2,100	300.0	121.5

PHASE 1

PHASE 2

PHASE 3

PHASE 4

6

The City's *Growing Forward* project will be the key driver for multi-family density within the existing City boundaries, by increasing density at strategic nodes and along strategic corridors.

Under the phasing time horizons in this study, multi-family could be introduced by the end of 2020 (or sooner as potentially could be the case with Greenbryre's Phase 3 application for townhouses, although this is still under review and subject to approval of text amendments to the Planning District Bylaws). Similarly, the Silver Sky development, west of the Grasswood Study Area, is also proposing multi-family. The level of densities at Silver Sky are envisioned to be higher than in Greenbryre and the Grasswood Study Area, so the level of competitiveness is not as significant, both in timing and format.

By 2030, there could be, in conjunction with further single family development, cumulative demand for almost 250 multi-family units, growing to 460 units by 2040 and reaching a preliminary target of 760 by 2050.

6.8 GRASSWOOD MULTI-FAMILY LAND USE ALLOCATION

Having determined the optimal and feasible single family residential demand, the next step as shown in **Tables 6.5 & 6.6** is to allocate the multi-family residential unit demand into the land requirements.

By applying a residential multi-family density assumption of ten (10) up to the forecasted 750 units, the identified multi-family residential demand in total by 2050 could require up to 75 acres or 30 hectares of land (excluding roads and landscaping).

Table 6.5 summarizes the land use by phase or time horizon and reveals that multi-family residential development will effectively take off after 2030, which is when projects such as Brighton, Rosewood and Kensington could likely reach their buildout, though downtown Saskatoon will likely still be in the midst of its densification evolution.

In the lead up years 2020 to 2030, the Grasswood Study Area is expected to continue to grow, pending servicing at conservative rates, emanating outward from the Greenbryre community.

6.9 SUMMARY & IMPLICATIONS

Although the overall residential market has shown signs of a slowdown, all signs from CMHC and other sources indicate that the market continues to exhibit overall strength.

In terms of single family residential, this particular segment is forecast to continue as a strong format and in its share of total development projects.

The sensitivities for the Grasswood Study Area and future single family housing will lie in the ability to provide formats and neighbourhoods that are compatible with the high value and large lot Greenbryre neighbourhood, but allowing for increasing densities as growth transitions further south and as servicing becomes available.

While future single family housing will be in demand, the formats that are expected to garner the most market share will be higher density more compact lots.

Table 6.4

GRASSWOOD STUDY AREA MULTI-FAMILY RESIDENTIAL DEMAND BY MARKET SHARE & PHASE

Grasswood Study Area Feasible Cumulative Multi-Family Units								
	PHASE 1 2015 - 2020		PHASE 2 2020 - 2030		PHASE 3 2030 - 2040		PHASE 4 2040 - 2050	
	2015	2020	2025	2030	2035	2040	2045	2050
Trade Area Cumulative Demand (units)	3,654	12,601	21,971	24,809	34,525	46,042	59,712	75,961
Grasswood Marketshare	0%	0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Cumulative Grasswood Feasible Multi-Family Residential Units	-	0	220	248	345	460	597	760
Estimated Cumulative Grasswood Population	0	0	535	596	818	1,076	1,377	1,729

Table 6.5

GRASSWOOD STUDY AREA MULTI-FAMILY RESIDENTIAL LAND USE ALLOCATION SUMMARY BY FORMAT

GRASSWOOD STUDY AREA	Demand Allocation (SF or units)	Site Utilization / Density (upa)	Acres Required	Hectares Required
Multi-Family Residential	750	10.00	75.0	30.4
Total	750	10.00	75.0	30.4

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Table 6.6
GRASSWOOD STUDY AREA MULTI-FAMILY
LAND USE ALLOCATION BY FORMAT & PHASE

GRASSWOOD STUDY AREA	PHASE 1 TO YEAR 2020		
	Phase 1 0-5 years	Acres Required	Hectares Required
Multi-Family Residential			
Total			

PHASE 1

GRASSWOOD STUDY AREA	PHASE 2 TO YEAR 2030		
	Phase 2 5-15 years	Acres Required	Hectares Required
Multi-Family Residential			
	200	20.0	8.1
Total	200	20.0	8.1

PHASE 2

GRASSWOOD STUDY AREA	PHASE 3 TO YEAR 2040		
	Phase 3 15-25 years	Acres Required	Hectares Required
Multi-Family Residential			
	250	25.0	10.1
Total	250	25.0	10.1

PHASE 3

GRASSWOOD STUDY AREA	PHASE 4 TO YEAR 2050		
	Phase 4 25-35 years	Acres Required	Hectares Required
Multi-Family Residential			
	300	30.0	12.2
Total	75	30.0	12.2

PHASE 4

While this may not be the target for the Grasswood Study Area in the early years, future single family residential components will nonetheless need to graduate up to higher levels of single family density six to eight (6 to 8) units per acre.

As major communities come on stream in the next few years, competition for single family housing is expected to be strong, thereby suggesting that the Grasswood Study Area's single family residential growth will largely ramp up after 2030.

The Grasswood Study Area is well-positioned to garner a conservative, yet fair share of future demand sufficient to warrant feasible support for single family development in the magnitude of 5,000 units by 2050 (in the range of 7 units per acre), accommodating almost 11,350 new residents.

This magnitude of growth is comparable to the growth that has occurred in nearby Stonebridge and is considered to be a necessary growth over the next 35 years in the Grasswood Study Area to fulfill the regional vision for a population of 1 million people, particularly given the location and adjacency to the City's existing boundary and its context in the Planning District.

The phasing timeline for development of new single family formats is furthermore strategically timed to provide the requisite demand and support for the identified retail program in the Grasswood Study Area as well as for the potential office and light industrial development program.

In terms of multi-family residential, this particular segment is forecast to increase in popularity and in its share of total development projects. Driven by house pricing as well as the affordability for new City residents, multi-family formats such as row homes, townhouses, condominiums and rental apartments will become increasingly more sought after across the City, but increasingly so closer into the City and around the University.

As major communities come on stream in the next few years, competition for multi-family housing is expected to be strong.

The Grasswood Study Area is well-positioned to garner a conservative fair share of future demand sufficient to warrant feasible support for multi-family development, though the target/optimal formats and densities are expected to transition from single family to townhouses, row housing, duplexes and gated adult-oriented communities.

Ideal time horizons for development of new multi-family formats are identified as 2025 to 2050, which would bode well for providing additional market support for the identified retail program at the Grasswood Study Area as well as for the potential office and light industrial programs.

There may be opportunities to revisit the optimal market shares over time, as the market and consumer preferences change, but it is believed that single family housing will be the driving force for the Grasswood Study Area, supplemented by medium density multi-family formats.

7 LAND USE ALLOCATION & PHASING

7.1 INTRODUCTION

The final stages of the Grasswood Mixed-Use Node Market Impact Study provide a logical sequencing/phasing of the respective land uses to best harness the area's existing developments and other site attributes as well as limitations realizing the inherent challenges that issues such as servicing could provide for development.

As stated in the South East Concept Plan background report, which largely encompasses the Grasswood Study Area; *"there are significant costs, as noted, to developing the regional infrastructure needed to implement the Concept Plan and enable future development. Further work will be needed to confirm the infrastructure, estimate its costs, and develop a funding model (such as enhanced servicing agreement fees) to pay for it."*

Similar to the South East Concept Plan, the Grasswood Mixed-Use Node Market Impact Study recommends a phasing of land uses with the goal of creating a clustered, horizontal mix of compatible land uses culminating in a buildout over the next 35 years.

- Phase 1 - up to 2020
- Phase 2 - 2020 to 2030
- Phase 3 - 2030 to 2040
- Phase 4 - 2040 to 2050

Phasing is also heavily contingent on several unknown/unconfirmed factors.

These include but are not limited to the proposed Saskatoon Freeway alignment and the subsequent location of the proposed overpass/interchange and the potential for further access/egress improvements to the Highway 11 flyover from Stonebridge to the Grasswood Study Area.

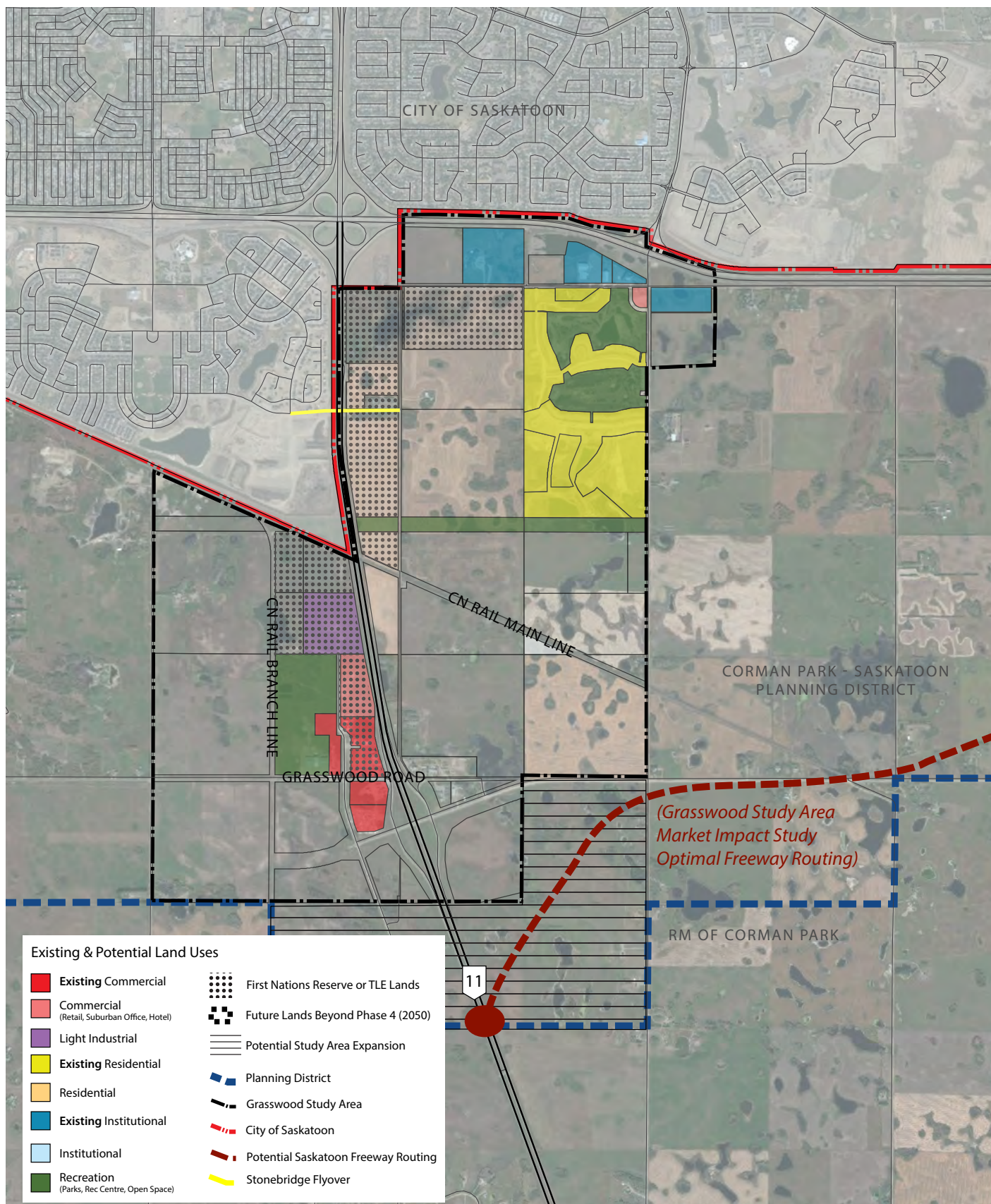
This flyover has been designed to accommodate consideration for providing access east of Highway 11 in the future. However, any such improvements beyond that already designed by the City, such as additional on/off ramps would be undertaken at the cost of R.M. of Corman Park and/or Developers. Other significant considerations include regional servicing, construction costs as well as the unpredictability of regional, provincial and national economies.

The most pressing issue of all of the latter is the location/alignment of the proposed Saskatoon Freeway, which could dramatically alter the locations of commercial and industrial activity, since many of these uses gravitate to major highway interchanges.

The land use phasing strategy presented in this study assumes an alignment of the Saskatoon Freeway that is as close to Grasswood Road as possible. The overall phasing strategy for the Grasswood Study Area is also premised on the following considerations:

- Establishing a south employment area for the City, R.M. and Region,
- Creating a compatible mix of commercial and light industrial uses in business park formats connected and buffering adjacent residential areas by a network of passive and recreational green spaces;
- Promoting single family residential development at slightly higher densities emanating from Greenbryre and largely occupying the eastern side of the study area;
- Creating a framework for introducing medium density multi-family formats such as townhomes connected seamlessly and harmoniously with single family development through parks, pathways and trails.
- Costs associated with developing and maintaining any parks, pathways and trails.

Figure 7.1
GRASSWOOD STUDY AREA - PHASE ONE LAND USES
2015 TO 2020



7.2

PHASE ONE LAND USE SUMMARY

Phase 1 land uses are premised around building upon that which exists today thus minimizing a scattered development pattern. It is also premised on potential efficiencies from clustering with existing uses and the potential availability of some levels of servicing from the City, the R.M. as well as partnerships involving a variety of land owners/developers including English River and Cowessess should be encouraged for maximizing servicing opportunities. The patterns of land use also recognize development proposals for Greenbryre Phase 3 as well as Grasswood Junction. These projects could occur in isolation regardless of any Saskatoon Freeway alignment and thus are considered viable in the short term.

Figure 7.1 depicts the land uses as further summarized in **Table 7.1**. **Table 7.1** provides a comparison of the area measurements visually depicted in **Figure 7.1** (which respect current property boundaries and includes existing developed properties) and reconciles those against future new land uses as determined by demand in the Market Impact Study.

Demand forecasts do not include existing 271 gross acres of developed properties. Therefore, removing the existing developed from market demand yields a difference of 70 acres between the demand forecasts and that which is shown in **Figure 7.1**.

Phase 1 is premised on market demand for 274 gross acres of development by 2020, of which almost 60 acres or 22% could be Residential. Retail and Light Industrial would represent small components that could build on the existing development already occurring on the English River First Nation Reserve.

Table 7.1

GRASSWOOD STUDY AREA -
PHASE ONE LAND USE SUMMARY

Phase 1 LAND USE BASED ON AREAS SHOWN ON LAND USE MAP			
PROPOSED LAND USE	Gross Area (acres)	Net Developable (acres)	% of Total Area
Residential	235.5	188.4	38%
Light Industrial	35.7	28.6	6%
Commercial (Retail, Suburban Office, Hotel)	69.3	55.4	11%
Passive & Active Recreation (Parks, Rec Centre, Open Space)	199.0	179.1	32%
Institutional	75.2	60.2	12%
TOTAL	614.7	511.7	100%

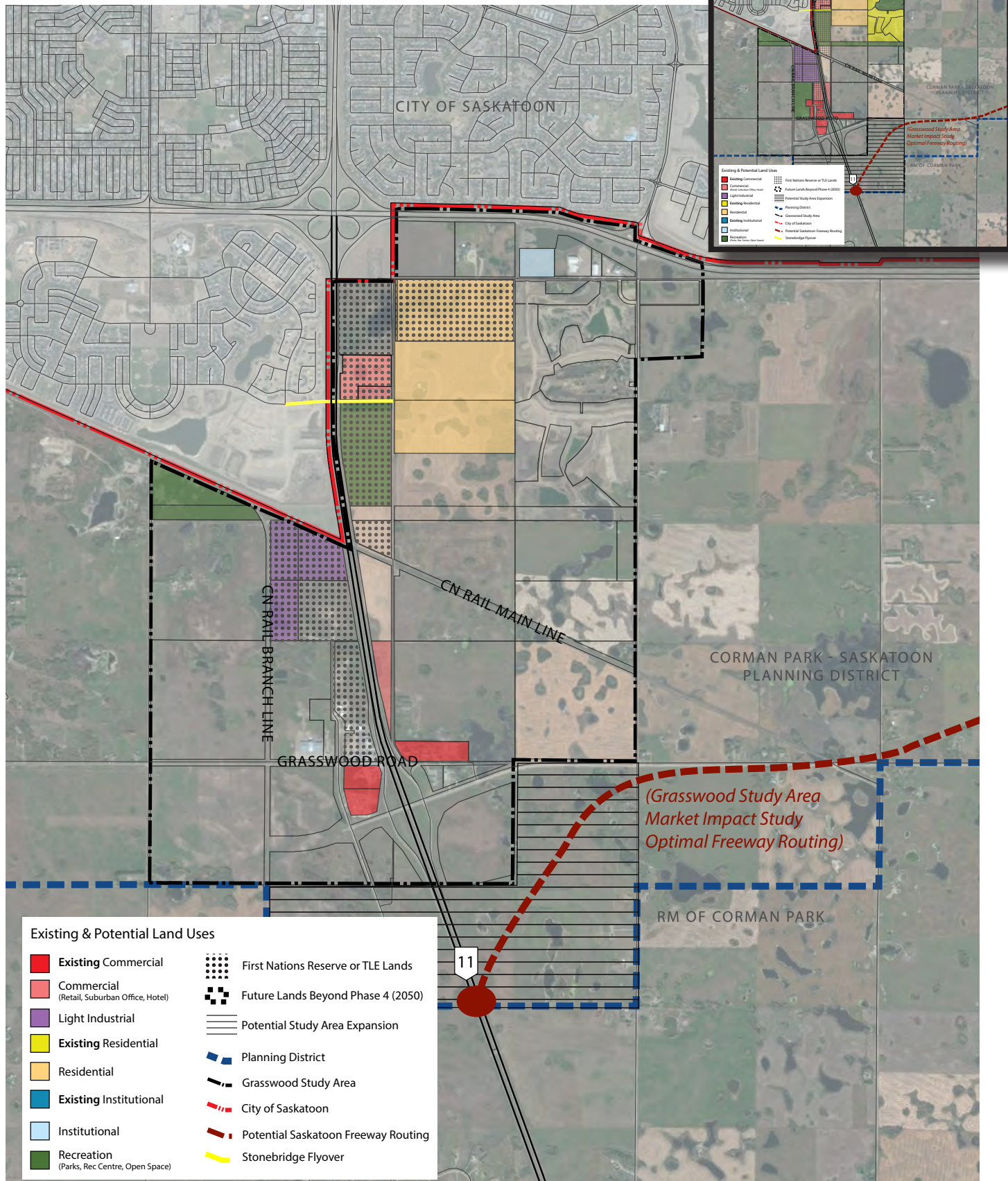
Note: Includes existing developed properties (~271 gross acres / ~220 net acres)

Phase 1 LAND USE BASED ON DEMAND FORECASTS & ALLOCATION			
LAND USE DEMAND	Gross Area (acres)	Net Developable (acres)	% of Total Area
Residential	60.0	50.0	22%
Light Industrial	8.3	6.9	3%
Commercial (Retail, Suburban Office, Hotel)	6.8	5.7	2%
Passive & Active Recreation (Parks, Rec Centre, Open Space)	199.0	179.1	73%
Institutional	-	-	0%
TOTAL	274.1	241.6	100%

Note: DOES NOT include existing developed properties

To assist in the reconciliation process, the areas in the diagram have had an estimated figure of 20% applied to create a net developable area so as to be consistent with how the market demand figures are presented (as net figures).

Figure 7.2
**GRASSWOOD STUDY AREA- PHASE TWO LAND USES
 2020 TO 2030**



7.3 PHASE TWO LAND USE SUMMARY

Phase 2 land uses build upon Phase 1 in maintaining a clustered progressive development pattern (refer to inset map which shows cumulative Phases 1 & 2 land uses), and continuing to realize potential efficiencies from clustering with existing uses. Residential land uses could continue to occur in conjunction with the buildout of Greenbryre.

The flyover from Stonebridge (over Highway 11) was part of the original Stonebridge neighbourhood design and could accommodate a future extension into the Grasswood Study Area. However the costs would be borne by the R.M. and/or developers/land owners. Also, any access off of Highway 11 would be a provincial responsibility. As such and assuming future improvements, Phase 2 includes potential retail development on the Cowessess lands to take advantage of the new flyover and realize Cowessess' goals for commercial development on their lands. The size of this retail development in the order of ten (10) acres or less would largely fulfill the need to provide neighbourhood/ community scale retail for the residents within the Grasswood Study Area, as well as those in the South Eastern area of Stonebridge, realizing not to be too large to impact new retail at Preston Ave/Cornish Road.

Light industrial land uses are envisioned to cluster and take advantage of the north-south CN Branch Line. Retail uses will be highly contingent upon the Saskatoon Freeway alignment, do not dominate Phase 2 and will likely ramp up if/when the Saskatoon Freeway alignment takes place.

Phase 2 is premised on market demand for 443 gross acres by 2030 of new land comprising 40% (179 acres) of Residential and 10% (43 acres) of Commercial and the initial stages 8% (34 acres) of Light Industrial.

**Table 7.2
GRASSWOOD STUDY AREA -
PHASE TWO LAND USE SUMMARY**

Phase 2 LAND USE BASED ON AREAS SHOWN ON LAND USE MAP			
PROPOSED LAND USE	Gross Area (acres)	Net Developable (acres)	% of Total Area
Residential	222.5	178.0	49%
Light Industrial	61.2	49.0	14%
Commercial (Retail, Suburban Office, Hotel)	54.0	43.2	12%
Passive & Active Recreation (Parks, Rec Centre, Open Space)	102.7	92.4	23%
Institutional	11.0	8.8	2%
TOTAL	451.4	371.4	100%

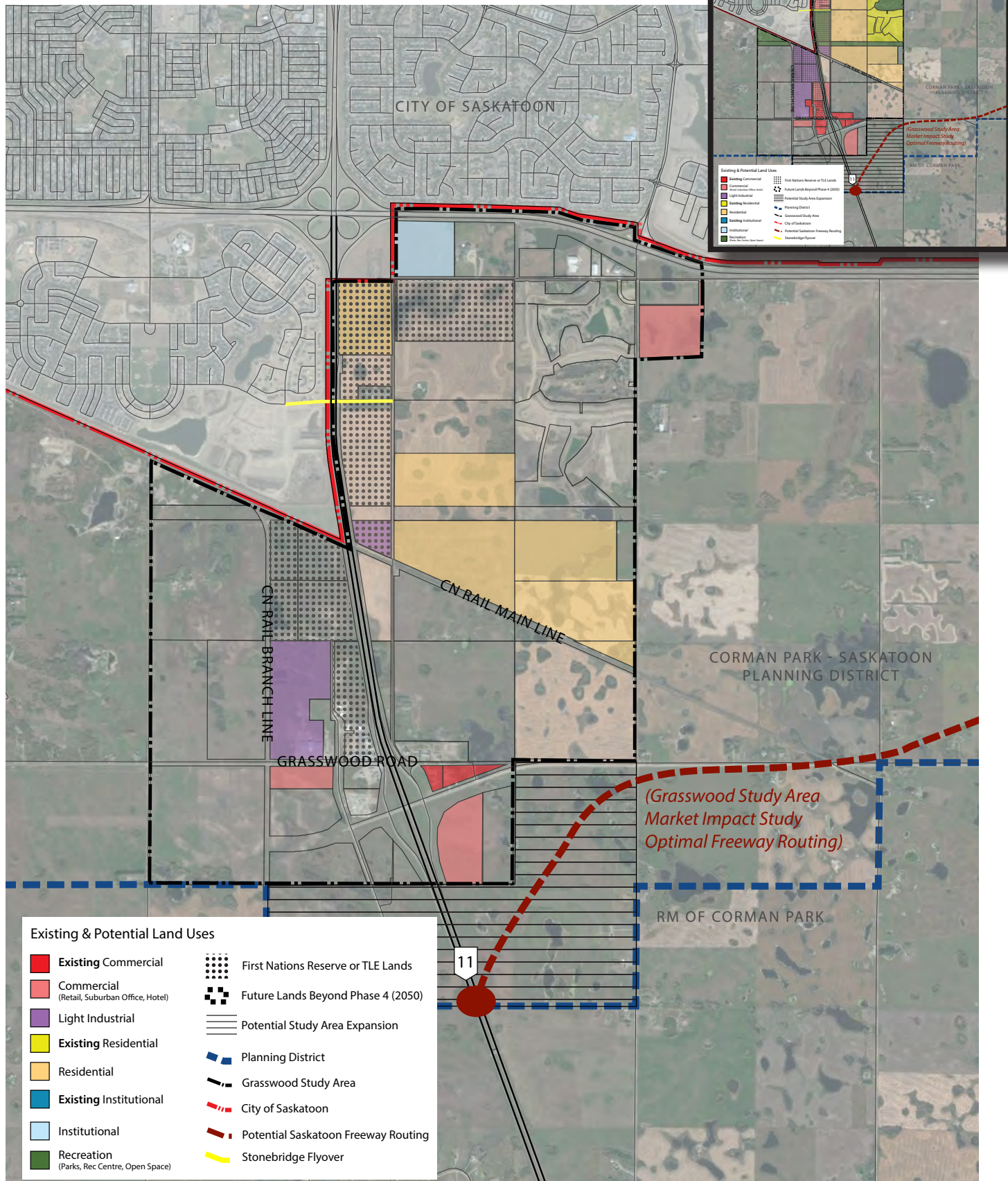
Note: Includes existing developed properties

Phase 2 LAND USE BASED ON DEMAND FORECASTS & ALLOCATION			
LAND USE DEMAND	Gross Area (acres)	Net Developable (acres)	% of Total Area
Residential	178.3	148.6	40%
Light Industrial	33.9	28.3	8%
Commercial (Retail, Suburban Office, Hotel)	43.4	36.2	10%
Passive & Active Recreation (Parks, Rec Centre, Open Space)	180.4	162.4	41%
Institutional	6.7	6.1	2%
TOTAL	442.8	381.5	100%

Note: DOES NOT include existing developed properties

To assist in the reconciliation process the areas in the diagram have had an estimated figure of 20% applied to create a net developable area so as to be consistent with how the market demand figures are presented (as net figures).

Figure 7.3
**GRASSWOOD STUDY AREA - PHASE THREE LAND USES
 2030 TO 2040**



7.4 PHASE THREE LAND USES SUMMARY

Phase 3 land uses continue to cluster around previous phases, particularly residential, but Phase 3 also provides the early introduction of regional retail (e.g. large format anchored retail) in the south edge of the study area, taking advantage of the optimal and preferred Saskatoon Freeway alignment, if implemented as shown and by that time. If the timing of the Saskatoon Freeway takes longer, then the introduction could also be longer.

Residential uses may now warrant the provision of lower density multi-family formats (e.g Townhomes or Duplexes) or smaller lot single family dwellings including Cowessess' northern lands. The overall development would be envisioned as part of a planned neighbourhood type development.

Institutional land uses, though not market driven are expected to include uses such as Churches, Recreation Centres or Schools and will be clustered around or near existing similar uses.

Light Industrial land uses could continue clustering and take advantage of the CN rail branch line as well as on the southern most Cowessess lands. At this point, the relocation and constructing a new ice rink or recreational facility) to the west side of the tracks would help to set the stage for a transition between light industrial and future land uses west of the Grasswood Study Area as well as a potential strip of Retail along Grasswood Road to serve the Light Industrial uses.

Table 7.3 compares area measurements visually depicted in **Figure 7.3** to the land use requirements based on demand forecasts.

Phase 3 illustrates an estimated 490 gross acres of development, with a large share of Residential taking place in this phase (339 acres) accounting for 69% of the development. However, both the Light Industrial and Commercial now begin to accelerate and could account for 16% and 13% respectively of the land use.

Table 7.3
GRASSWOOD STUDY AREA-
PHASE THREE LAND USE SUMMARY

Phase 3 LAND USE BASED ON AREAS SHOWN ON LAND USE MAP			
PROPOSED LAND USE	Gross Area (acres)	Net Developable (acres)	% of Total Area
Residential	436.9	349.5	65%
Light Industrial	83.4	66.7	12%
Commercial (Retail, Suburban Office, Hotel)	110.3	88.2	17%
Passive & Active Recreation (Parks, Rec Centre, Open Space)	-	-	0%
Institutional	37.0	29.6	6%
TOTAL	667.6	534.1	100%

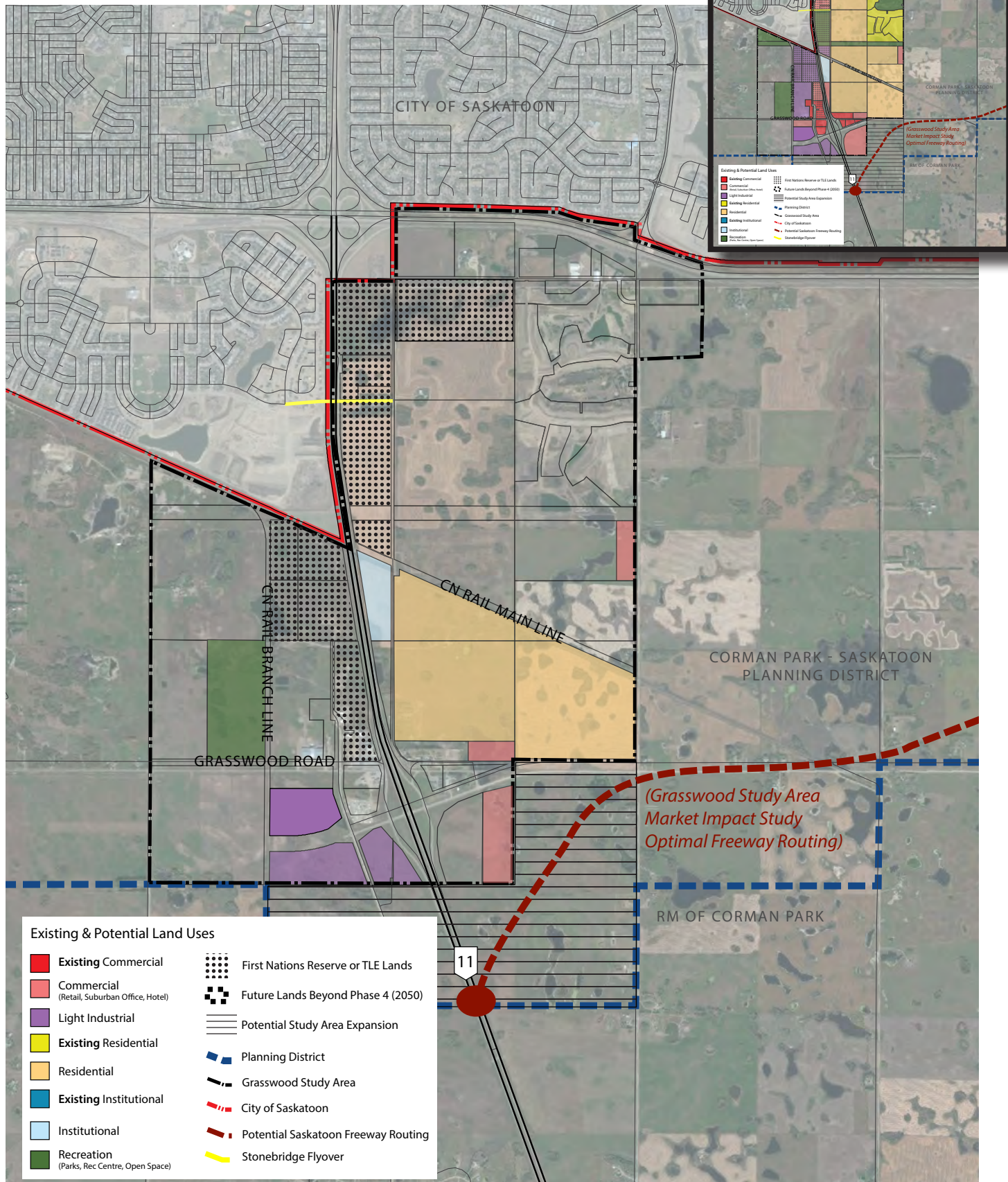
Note: Includes existing developed properties

Phase 3 LAND USE BASED ON DEMAND FORECASTS & ALLOCATION			
LAND USE DEMAND	Gross Area (acres)	Net Developable (acres)	% of Total Area
Residential	338.6	282.1	69%
Light Industrial	80.5	67.1	16%
Commercial (Retail, Suburban Office, Hotel)	63.9	53.3	13%
Passive & Active Recreation (Parks, Rec Centre, Open Space)	-	-	0%
Institutional	6.7	6.1	1%
TOTAL	489.7	408.6	100%

Note: DOES NOT include existing developed properties

To assist in the reconciliation process the areas in the diagram have had an estimated figure of 20% applied to create a net developable area so as to be consistent with how the market demand figures are presented (as net figures).

Figure 7.4
**GRASSWOOD STUDY AREA - PHASE FOUR LAND USES
 2040 TO 2050**



7

7.5 PHASE FOUR LAND USE SUMMARY

Phase 4 land uses are envisioned to represent the near buildout stage of the Grasswood Study Area, though it is expected that ultimate buildout will occur beyond 2050, particularly along the western boundary of the Grasswood Study Area.

Similarly, residential would still be dominated by single family, but could include complementary lower density multi-family formats nearer to and along Grasswood Road. The timeframe for this would fall near the end of the 35 year horizon in the time frame 2045 to 2050 and even beyond.

The remaining pieces of land use are a small component of neighbourhood scale retail along the eastern side of the Grasswood Study Area, which could bode well for potential additional residential that could occur to the east of the Grasswood Study Area. Additionally, the second phases of Regional Retail could be introduced to fulfill the critical mass at a regional node with a facing development as part of the Zmanix lands.

Phase 4 is premised on adding over 545 acres of new land to the year 2050. In Phase 4, Residential and Light Industrial become the dominant land uses, accounting for 73% (396 acres) and 22% (118 acres) respectively.

The Saskatoon Freeway alignment will have an impact on the Light Industrial allocation. Light Industrial land uses are very often driven by the ease and accessibility for regional goods movement, which is a development pattern and trend often associated near Highway interchanges. This has proven to be the case in cities like Edmonton and Calgary, among a host of others. **Figure 7.4** shows a potential Study Area expansion which would be contingent upon the Saskatoon Freeway alignment. This is an area that could have future Light Industrial value, but is currently beyond the scope of this study.

**Table 7.4
GRASSWOOD STUDY AREA -
PHASE FOUR LAND USE SUMMARY**

Phase 4 LAND USE BASED ON AREAS SHOWN ON LAND USE MAP			
PROPOSED LAND USE	Gross Area (acres)	Net Developable (acres)	% of Total Area
Residential	222.5	178.0	59%
Light Industrial	84.4	67.5	22%
Commercial (Retail, Suburban Office, Hotel)	33.8	27.0	9%
Passive & Active Recreation (Parks, Rec Centre, Open Space)	12.0	10.8	3%
Institutional	24.3	19.4	6%
TOTAL	377.0	302.8	100%

Note: Includes existing developed properties

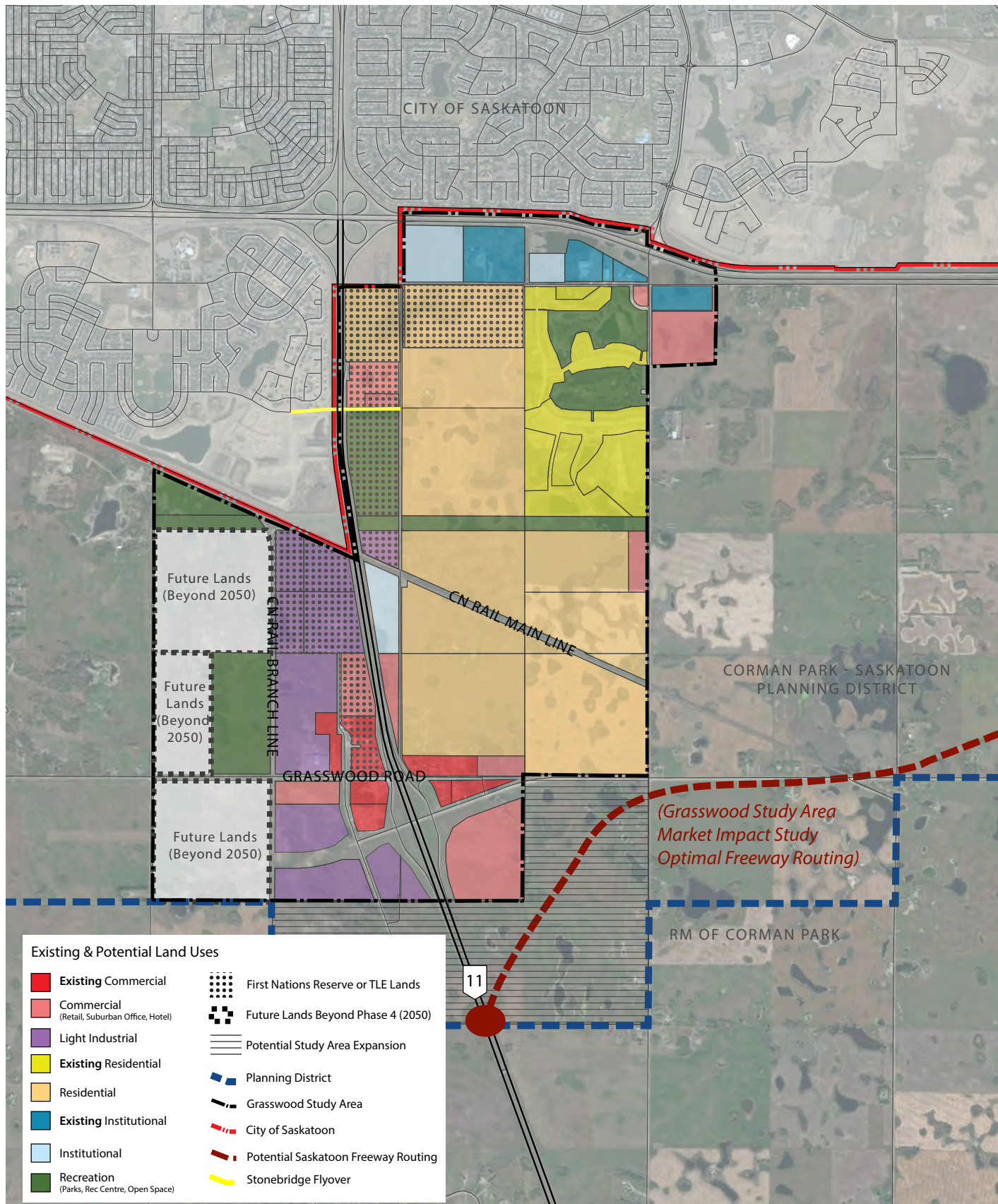
Phase 4 LAND USE BASED ON DEMAND FORECASTS & ALLOCATION			
LAND USE DEMAND	Gross Area (acres)	Net Developable (acres)	% of Total Area
Residential	396.0	330.0	73%
Light Industrial	118.3	98.5	22%
Commercial (Retail, Suburban Office, Hotel)	27.9	23.2	5%
Passive & Active Recreation (Parks, Rec Centre, Open Space)	-	-	0%
Institutional	3.4	3.1	1%
TOTAL	545.5	454.8	100%

Note: DOES NOT include existing developed properties

To assist in the reconciliation process the areas in the diagram have had an estimated figure of 20% applied to create a net developable area so as to be consistent with how the market demand figures are presented (as net figures).

Figure 7.5

GRASSWOOD STUDY AREA - LAND USE SUMMARY (2050 and beyond)



7

7.6 LAND USE SUMMARY

The Grasswood Study Area is showing market and population driven demand for approximately 1,752 gross acres by 2050. Conversely, the areas shown in **Figure 7.5** reveal a total area of 2,153 gross acres that could be developed respecting current property boundaries and quarter sections, and excluding “Future Lands beyond 2050”.

Therefore, on the basis of the overall demand and land use allocation, by 2050 there is still more land than forecasted demand would require. This means that the full buildout for the Grasswood Study Area, based on supportable market demand, would be beyond the next 35 years.

In some respects and for some specific land use categories (Residential, Commercial and Light Industrial) the market shares applied to future demand would need to be more aggressive in order to fully reach buildout by 2050. While a possibility, it could create undesirable impacts in the Region. On this basis, it is recommended and reasonable in the context of the local area and wider region, for the Grasswood Study Area to look to beyond 2050 as its benchmark for buildout.

An important component is the land on the western boundary of the Grasswood Study Area shown as “Future Lands Beyond 2050”. Since a goal of these lands would be to ensure ultimate compatibility of land uses, the future allocation provides flexibility to review demand dynamics for all the land uses in time and appropriately determine their viability and applicability. If the Saskatoon Freeway alignment takes place in the location shown or even pushed south, the area identified as “Potential Study Area Expansion” could be a more appropriate area for future Commercial or Light Industrial land uses, while the western edge of the existing Grasswood Study Area could be residential.

**Table 7.5
GRASSWOOD STUDY AREA-
LAND USE SUMMARY**

LAND USE to 2050 BASED ON AREAS SHOWN ON LAND USE MAP			
PROPOSED LAND USE	Gross Area (acres)	Net Developable (acres)	% of Total Area
Residential	1,117.4	893.9	52%
Light Industrial	264.7	211.8	12%
Commercial (Retail, Suburban Office, Hotel)	267.4	213.9	12%
Passive & Active Recreation (Parks, Rec Centre, Open Space)	356.4	320.8	17%
Institutional	147.5	118.0	7%
TOTAL	2,153.4	1,758.4	100%

Note: Includes existing developed properties

LAND USE to 2050 BASED ON DEMAND FORECASTS & ALLOCATION			
LAND USE DEMAND	Gross Area (acres)	Net Developable (acres)	% of Total Area
Residential	972.9	810.7	56%
Light Industrial	240.9	200.8	14%
Commercial (Retail, Suburban Office, Hotel)	142.0	118.4	8%
Passive & Active Recreation (Parks, Rec Centre, Open Space)	379.4	341.5	22%
Institutional	16.8	15.3	1%
TOTAL	1,752.0	1,486.6	100%

Note: DOES NOT include existing developed properties

To assist in the reconciliation process the areas in the diagram have had an estimated figure of 20% applied to create a net developable area so as to be consistent with how the market demand figures are presented (as net figures).

8

LAND USE POLICY CONSIDERATIONS

8.1 INTRODUCTION

The following considerations are intended to provide guidance as to where existing land use regulations could be revised, maintained, removed or otherwise changed to accommodate the proposed land use program and phasing plans presented in this study. Considerations are presented by each general land use category, and the existing regulations referenced are the Corman Park - Saskatoon Planning District Zoning Bylaw dated November 5, 2014.

8.2 RESIDENTIAL DISTRICTS

Existing Regulations

There are five “Country Residential” zones in the Planning District. District County Residential (DCR) Residential standards vary from large acreages (DCR1) to smaller rural clustered residential development (DCR5). Each DCR has complementary uses which are typically low-density or low-intensity uses such as care facilities, community facilities or recreational uses, or telecommunications and infrastructure buildings. Residential standards only allow for detached single family homes, however secondary and accessory dwelling units are discretionary, contingent upon specific circumstances.

Considerations

The residential market analysis provides that lower density single family homes will be in higher demand than multi-family housing in the suburban context. Therefore the regulations as written provide satisfactory standards for anticipated residential growth, but may require a designation for density in the range of six to eight (6 to 8) upa.

Towards the end of the phasing horizon, should servicing be available and demand be met in the form of higher density multi-family housing types, a future consideration could be to establish regulations that would allow for such densities, though it is not considered a priority for the Grasswood Study Area in the near term.

In order to achieve the economics of development, future incremental increases in single family densities should be considered from current levels today, which are in the range of two (2) units per acre. Future densities as Residential could increase to six to eight (6 to 8) units per acre. Over time, densities should be revisited in conjunction with the phasing horizons and as the market shifts in terms of demographics, economics and overall demand.

A combination of minimum separation distances and landscaping treatments for future non-residential uses from country residential areas should be in place to minimize any negative impacts between the land uses.

Although the Grasswood Study Area is referred to as a “Mixed-Use Node”, the reality is that the area is not conducive to any large scale or traditional mixed-use, which connotes a higher density vertical urban form.

This type of development would be challenging in a suburban location such the Grasswood Study Area, but it is nonetheless worth considering having a potential mixed-use zoning designation in place as a proactive stance to potential developments over the longer term. Though it is not recommended that a specific mixed-use land use be allocated.

This zoning could allow for the integration of either residential above retail, office above retail or office and residential above retail. This could perhaps take cues from the City of Saskatoon's MX-1 Zoning Designation, although even this form of development can be difficult in an urban setting, let alone in a suburban context like the Grasswood Study Area.

Zoning could be explored to accommodate multi-family housing at density levels that would allow for townhomes, row houses and gated adult-oriented communities (e.g. 10 to 20 upa), but not at a density level for apartments or condominiums (e.g. 20 to 35 upa).

8.3 COMMERCIAL DISTRICTS

Existing regulations

The Planning District has three zones that accommodate commercial uses: D-Business District (DB), D-Arterial Commercial 1 (DC1) and R-Rural Convenience Commercial (DC2). The DC1 district is employed at the Grasswood commercial node located at the northwest corner of Grasswood Road and Highway 11.

Large format retailers in excess of 35,000 sf of floor space on a single site are not currently permitted in the Planning District.

Considerations

As the Grasswood Study Area develops, and more importantly as the City and Region grow, pressures will be felt to accommodate larger retailers who will be seeking out sites with the traffic counts and regional accessibility provided by the future Saskatoon Freeway, not to mention the visibility already offered along the Highway 11 corridor.

The Planning District should consider eliminating the maximum retail store size regulation in the Grasswood Study Area.

The Planning District should consider a requirement that any development project with a total floor space exceeding 50,000 sf regardless of whether it is one tenant or multiple tenants, undertake a Retail Impact Assessment.

The figure of 50,000 sf has been determined on the basis that a typical grocery anchored neighbourhood development is likely to have a grocery anchor in the range 30,000 sf to 45,000 sf plus have an additional 10,000 sf of small CRU space as part of an ancillary development.

Any project of this size, up to 50,000 sf is likely to have a small localized trade area and is typically developed in association with a new developing community and thus a new local trade area. Therefore its impact is considered minimal and should not be subject to an impact assessment nor size limitation.

For larger anchor tenants, Saskatoon's past fifteen (15) year history has proven statistically that the introduction of new retail projects, many of which have been anchored by tenants larger than 35,000 sf have not adversely impacted the retail sector in the City or CMA. It is acknowledged that the City took a measured approach using Impact Assessments to ensure that growth wasn't detrimental. There were however no restrictions on store sizes and as such the Impact Assessments proved to be the key to ensuring balanced growth.

A single retail building of 35,000 sf, is no more of a threat than is a multi-tenant development of the same size. It is more important to examine the composition of the mix/tenant, which is what a Retail Impact Assessment should provide.

The City already has a requirement for a Retail Impact Assessment to be prepared before each phase of a retail development and this tool in and of itself is sufficient to mitigate and ensure impacts are at a minimum.

The City of Saskatoon's retail sector has grown by over 2.2 million sf since 2001. During this same time frame the population of the City grew by almost 57,000 residents. This equates to a per capita ratio of 39 sf, which itself is below the City's current ratio of 42 sf per capita.

Also, during this time, overall retail vacancy of the City never reached higher than 4.1%. Retail vacancy is one of the primary statistics for measuring a healthy retail environment and a vacancy rate of less than 5% is considered healthy in an urban market.

Therefore, even with the addition of 2.2 million sf of new retail space over the past 15 years, which does not include repositioned assets such as Confederation Mall or Midtown Plaza, or the Mall at Lawson Heights, Saskatoon's retail environment has improved and not been hindered by growth. Furthermore, areas like Broadway and 8th Street have redefined their position in the market, whereby Broadway is stronger today than it was before projects like Preston Crossing came into the market and despite the fears that a project like Preston Crossing would have on the retail market.

Most if not all of the new major developments since 2001 (Preston Crossing, University Heights, Blairmore, Stonebridge, Stonegate, Lakewood, etc) have had major anchor components larger than 35,000 sf in size.

The Market Impact Study identifies a total of 1.0 million sf over the next 35 years with a corresponding population growth in the City alone of approximately 256,000 sf. The resulting space per capita ratio equates to only 3.9 sf per capita, which is significantly below the City average today and the average of the per capita that the City has experienced over the period 2001 to 2015.

If the City's population grows by 2.0% per annum over the next 35 years, the new population could support almost 10 million sf of new retail space using the historic ratio of 39 sf per capita that has proven to be consistent and positive to the City's overall retail environment.

There will always be impacts and casualties as a city grows and adds to its retail inventory, but these will not be prevented even with a restrictive store size Bylaw in place.

Moreover, the Grasswood Study Area will not be able to develop retail in the order of 1.0 million sf without having any anchor tenants larger than 35,000 sf. If the Bylaw as constructed today continues, the Grasswood Study Area will at most be able to accommodate a Grocery anchored community-scale shopping centre and potentially 2 neighbourhood nodes. And even a grocery store at 40,000 sf with a localized trade area, would not be permitted under current zoning.

8

The reality of the Saskatoon Freeway and Highway 11 suggests the Grasswood Study Area should have a Regional Retail node to protect and attract retail to the City; retail that would otherwise locate in less restrictive jurisdictions, namely the City of Regina. The Grasswood Study Area and in particular the location as shown in the Land Use Plan represents a location that could fit well with a tenants' regional or provincial growth strategy requiring trade area population support at not only a community scale, but a wider region, as evidenced in markets like Edmonton and Calgary where major new periphery highways have stimulated regional retail growth opportunities.

The City of Regina owns approximately 200 acres (Hawkstone Lands) in the north that are zoned and ready to attract large format and destination tenants for whom either the south side of Saskatoon or north side of Regina are considered target locations.

The commercial regulations should adequately provide for a range sizes and formats of retail uses. However, individual or cumulative retail buildings representing 50,000 sf of Gross Leasable Area (GLA) or more of a full retail development proposal should require a Retail Impact Assessment, provided by the developer prior to each phase, to ensure the development does not have a major detrimental impact on the trade of existing or committed retail centres and the surrounding area.

Multiple developments less than 50,000 sf that are considered part of a singular master commercial development, will be limited to the first 35,000 sf without a Retail Impact Assessment, after which point a Retail Impact Assessment will be required if less than 50,000 sf.

Additionally, any development with a total GLA larger than 100,000 sf comprising multiple tenants should present a phasing strategy as part of its Retail Impact Assessment.

A Retail Impact Assessment should be required to look at the market shares for each merchandise category type over a minimum five (5) years as quantified and measured against the forecasted retail sales growth over that same time frame.

A Retail Impact Assessment varies among store types and any impacts would need to show how long it would take competing comparable retailers in a core or primary trading area to recover the lost sales that a new retailer would potentially garner. This would be measured by sales transference.

The challenge of a Retail Impact Assessment however is that there is no set rule for how long a particular retailer can absorb sales transference. Some retailers are better equipped to respond and adapt, while others less so. Also, the majority of retail stores have multiple categories of retail merchandise, varying store sizes and certain retailers have larger trade areas than others.

Any Retail Impact Assessment could therefore be required initially to look at the overall project size and its required market share to justify the overall development or the respective phase being proposed. In so doing the Retail Impact Assessment would examine the current market dynamics as far as existing projects and their respective retail mix, as well as other proposed or approved projects.

Economics aside, to which developers are very cognizant, the market will almost always be in a check-and-balance situation. The Planning District does not need a restrictive size Bylaw to manage impacts, when it can utilize a Retail Impact Assessment Study to achieve a more effective quantification of impacts.

English River First Nation with its Reserve status is not subject to any District Bylaws that would require adherence to the Planning District's 35,000 sf store size Bylaw. English River could attract a large format tenant, dependent on meeting the servicing requirements for such a development.

In the event English River attracted a significant retail development, such a move could render the Planning District's Zoning Bylaw redundant in the Grasswood Study Area. More critically, it could create a pattern of land use that might not be in the best interest of long term planning in the Grasswood Study Area.

If the objective of the Bylaw is to ensure minimal impacts on retail in the City, then the mere fact that English River, or even Cowessess if they transferred their lands to Reserve status, could add large retail formats the impacts can't be managed. If however, the Bylaw is amended per the considerations in this document, then a more cohesive pattern of development could be allocated in a location more appropriate for and less impactful on the long term future growth of the region, rather than in a potentially scattered pattern.

The Planning District should also recognize and implement Canadian industry standard definitions and criteria for retail projects as prepared by the International Council of Shopping Centers, titled "*Canadian Retail Real Estate Standard. A Framework for Shopping Center and Other Retail Format Definitions*". (refer to **Background Document Appendix A** for the full ICSC publication).

8.4 INDUSTRIAL DISTRICTS

Existing Regulations

Two industrial zones allow for a range of manufacturing and related uses. DM1 District is intended for industrial uses where nuisance odors, sights or noises do not extend beyond the boundaries of the site.

DM2 is intended to accommodate uses on sites large enough to mitigate potentially negative impacts of noxious activities or nuisances. DM2 land uses are not considered appropriate for the Grasswood Study.

Considerations

The areas in the Grasswood Study Area Land Use Plans designated for future "business" (Urban Commercial, Urban Light Industrial) are intended to represent less intensive development so that they are more compatible with adjacent or nearby residential uses.

The language and standards of the industrial zoning districts are satisfactory and complementary to the land use and phasing recommendations in this study.

Any future light industrial uses should be buffered from adjacent residential neighbourhoods by extensive setbacks as well as landscaping, berming, and other visual and sound barriers.

Light Industrial uses should be phased and not allowed to be scattered throughout the Grasswood Study Area.

Consideration could be given to including additional industrial zoning to cover agri-business industrial land uses.

Consideration could be given to creating a zoning similar to the City of Saskatoon's IB Zoning as an Industrial Business District, which "is to facilitate business and light industrial activities that are seeking a high quality, comprehensively planned environment"

This could be a very compatible zone for the western interface of the Grasswood Study Area.

The Corman Park - Saskatoon Planning District should continue to advise and engage the Cowessess and English River First Nations Leadership and Administration of relevant planning initiatives pertinent to the Grasswood Study Area.

The Corman Park - Saskatoon Planning District should ensure that information regarding the Grasswood Market Impact Study, Saskatoon North Partnership for Growth (P4G), City of Saskatoon's *"Growing Forward"*, and other relevant planning initiatives be shared with Cowessess and English River First Nations as deemed appropriate.

8.5 FIRST NATIONS

The following represents considerations for ongoing dialogue and communication with First Nations rights-holders in the Grasswood Study Area. Given the Reserve status of English River and the potential for Cowessess to consider Reserve status for their lands, policy directions would be well-served by continuing the ongoing engagement of the First Nations as it relates to long term planning, including land uses, transportation and servicing.

The Corman Park - Saskatoon Planning District should continue to work with Cowessess and English River First Nations to explore further infrastructure development plans and partnerships for the Grasswood Study Area.

GRASSWOOD Mixed Use Node

Market Impact Study



in collaboration with



Unit 216, 9525 201st Street | Langley, B.C. Canada | V1M 4A5 | 604.888.6680 | www.CushingTerrell.com

Corman Park-Saskatoon District Planning Commission - Cover Report

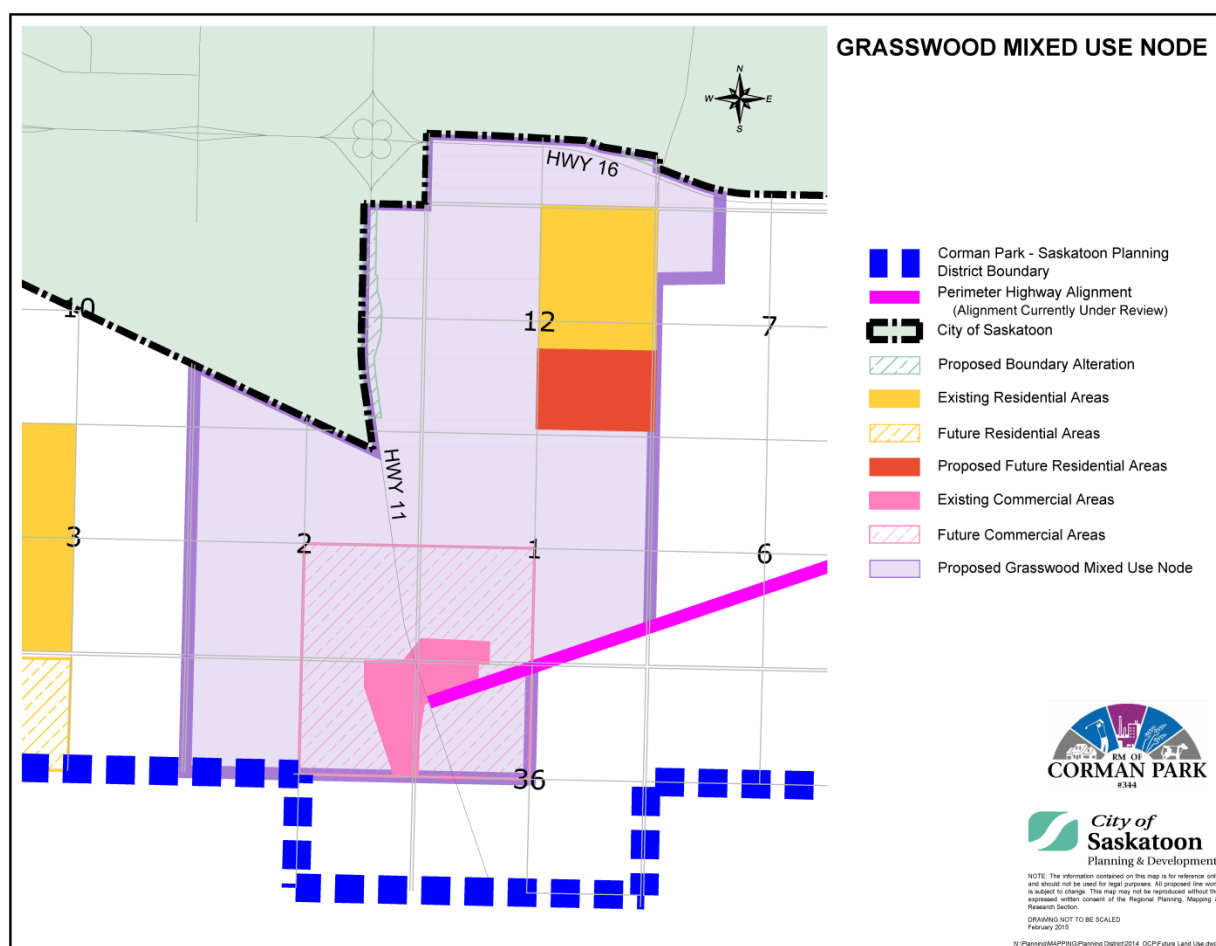
10. Other:

a) Grasswood Mixed Use Market Impact Study

Background:

The District Planning Commission (DPC) will recall discussions in 2014-2015 in relation to areas identified by both municipalities as high-priority for research and future land use planning, including the Grasswood area south of the City of Saskatoon (City) along Highway No. 11 south. The English River First Nation and the Cowessess First Nation also have important reserve lands and land holdings, respectively, in the Grasswood area, both with development interests.

The proposed Grasswood Mixed Use Node was intended to provide for a diverse mix of land uses including residential, institutional and commercial development where appropriate, including development intended to service a regional market. To better inform how this area might be developed the R.M. and City engaged a consultant, Cushing Terrell Architecture Inc. along with their sub-consultant Preferred Choice Development Strategists, to complete a Mixed Use Node Market Impact Study (the Study) for the area to provide an impartial fact-based market assessment to help guide land use, phasing, and other policy decisions. The Study area is shown below.



The study objectives were to:

- identify the amount and type of development (commercial, residential, institutional) needed to meet projected growth while ensuring the viability of the region's existing markets in the R.M. and City are not compromised;
- identify a maximum square footage for commercial development in the Grasswood Mixed Use Node;
- identify a phasing strategy for development in the Grasswood Mixed-Use Node; and,
- identify requirements for future Market Impact Assessments for proposed new development in the Grasswood Mixed Use Node.

Market Impact Study Process:

The Study initially took place from April 2015 – September 2015. During this time the consultants met with a variety of stakeholders, rights-holders and the public to gain perspectives and consider the future land use demands of the area. In addition, the consultants reviewed Census Metropolitan Area (CMA) statistical data and municipal policy documents such as the Corman Park-Saskatoon Planning District Official Community Plan (OCP) and Zoning Bylaw, municipal OCPs, Zoning Bylaws and future growth plans, the District South East Concept Plan, City Commercial and Industrial Development Study and other reports/studies that provided context to future growth aspirations of each jurisdiction and to provide background information for the Study. The Study was also coordinated with initial work undertaken by the P4G Regional Plan consultants recognizing that this Study was completed prior to the Regional Plan being completed. There was a presentation from the consultants at the September 9, 2015 DPC meeting summarizing and showcasing the findings, statistical data and recommendations of the Study.

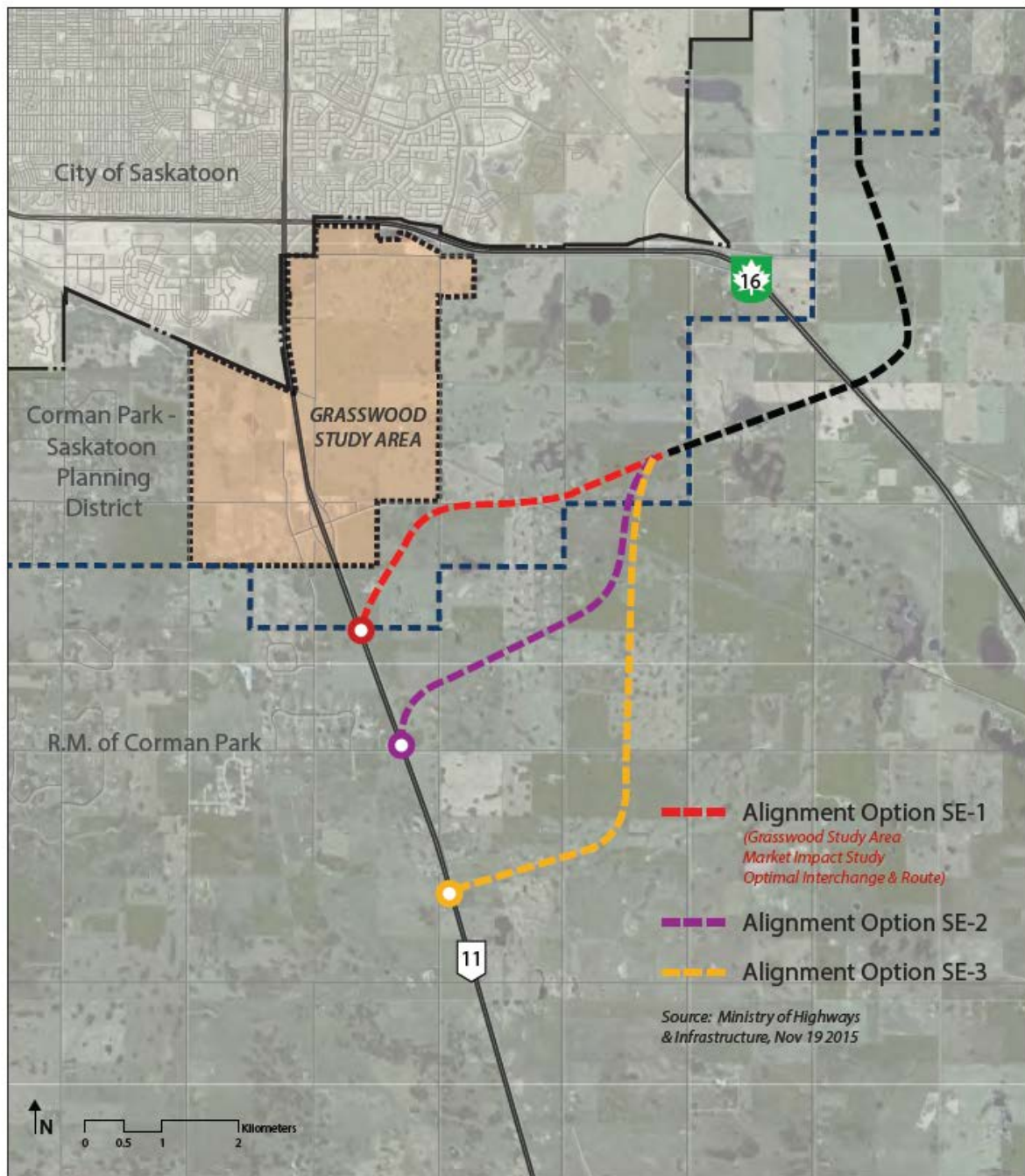
Initially the Study was to be completed and delivered to the DPC by the end of 2015, however the route alignment for the Saskatoon Freeway, which was being conducted by the Saskatchewan Ministry of Highways and Infrastructure (MHI), was still underway. The Study timeline was adjusted pending confirmation of the Saskatoon Freeway alignment, as the alignment had a direct impact on the recommendations for the Study.

In March 2018, MHI established the alignment for the Saskatoon Freeway which allowed the R.M. and City Administrations to revisit the Study so that the project can be finalized. It should be noted that the approved location for the Saskatoon Freeway is supported in the Study as locations further south along Highway No. 11 would have had a detrimental impact on the Grasswood area. Figure 1.2 from the Study showing the route alignment options is shown below; the optimal alignment is shown in red and was also selected by MHI as the approved option.

Figure 1.2

SASKATOON FREEWAY ALIGNMENT - PROPOSED ALTERNATIVES

(Route alignments and interchanges are under review and subject to change)



Market Impact Study Recommendations:

The Study includes location and population statistics and an overview of the feasible market-based demand for future retail, office, hotel, industrial, institutional, and residential uses within the Study area and the allocation of such demand over the next 35 years up to the year 2050. Included are a set of recommendations and future land use considerations.

Phasing

The Study contemplates development of the Study area would occur in phases, approaching full build out in approximately 35 years. Given current market conditions and servicing availability, it is anticipated the lapse in time since the Study was drafted would have little to no impact on these phasing assumptions; therefore, the R.M. and City Administrations feel the phasing recommendations could be considered under an extended timeline.

Phase 1 – Years 1-5

- slow ramping up of demand with the focus of development at existing nodes around Greenbryre and English River First Nation reserve
- focus on partnerships to encourage servicing opportunities

Phase 2 – Years 5-15

- consideration for light industrial development along the CN rail spur
- continued development in association with servicing (i.e. connection to Stonebridge flyover)

Phase 3 – Years 15-25

- concentration and clustering of industrial, residential and retail nodes
- early introduction of regional retail near Saskatoon Freeway alignment
- potential stepping up of residential densities

Phase 4 – Years 25-35

- approaching build out but may take additional years as land use projections are seen to exceed market demands

Retail

Some of the key considerations for retail demands include:

- as the region grows, pressures will be felt to accommodate large retailers seeking locations with high traffic counts and visibility
- reaches build out when the CMA population reaches 570,000 with an average market share of 8% over 25 years
- the optimal allocation for regional commercial will be driven by the Saskatoon Freeway alignment and servicing availability
- first stages of community and regional commercial could be feasible late into Phase 2 with slow demands ramping up in later phases the suggested retail land allocation is not seen to negatively impact other existing, planned, or proposed development in the City or the R.M.

Suburban Office

Some of the key considerations for suburban office demands include:

- not forecast to be overwhelmingly strong, reaches build out when the CMA population reaches 730,000 with an average market share of 13% with the majority to come in later phases
- a cluster of suburban office related uses could be one pillar towards a south employment node as the region grows

Light Industrial

Some of the key considerations for light industrial demands include:

- envisioned as less intensive developments to ensure compatibility with surrounding land uses
- land use class the most competitive in the CMA over the short to mid term
- with an average market share of 11%, the bulk of the light industrial demand is forecast in Phase 4 with some initial phases introduced as servicing is available

Hotel

Some of the key considerations for hotel demands include:

- demand for hotels will be in conjunction with continued buildout of commercial and light industrial uses, but not until the latter part of Phase 2 or beyond
- with an average market share of 15%, a total of 550 (comprising 3-4 hotels) could be introduced, although Administrations caution this figure should be revisited given recent and pending additions to the inventory

Residential

Some of the key considerations for residential demands include

- consider slow but marginal increases to residential density (4 to 8 units per acre) to more urban levels of development
- key land use in Grasswood over the long term but won't accelerate until mid-Phase 2 and beyond
- single family demand with an average market share of 4% could support 3,800 single family dwellings
- multi-family is not expected as a driver, but a small market share of 1% could support some development

The consultants indicated that development timing and land uses are dependent on many factors including infrastructure, servicing, developer financing and shifting consumer preferences. A phased approach with consideration for horizontal integration and buffering of land uses that recognizes the immediate, short and long-term abilities to support development is key. However the Grasswood node is viewed as an important employment centre to balance regional patterns of growth taking advantage of the Highway No. 11 corridor between Saskatoon and Regina.

Another finding of the consultants was to consider eliminating the maximum square footage limitations of 35,000 sq. ft. However it is recommended that individual or cumulative development with a gross leasable area over 50,000 sq. ft. on a single parcel should require a Retail Impact Assessment from the developer to ensure there is no negative impact on the trading region. Developments with a gross leasable area over 100,000 sq. ft. comprising multiple tenants should include a phasing strategy in their Retail Impact Assessment. Considerations for the Retail Impact Assessment are included in the report within section 8.

The Study recommendations also recognize continued need for dialogue and communications with First Nations rights-holders in the area related to partnerships on long term planning and servicing.

Next Steps:

The DPC is being asked to receive the Study as information and forward it to the respective municipal Councils.

The R.M. and City Administrations are recommending that implementation of the Study recommendations be incorporated into an updated South East Concept Plan (SECP), which the municipalities are anticipating to begin in early 2019, pending R.M. budget approval. The SECP was brought forward to the DPC in 2013; at that time it was acknowledged that there would be value in the municipalities undertaking a number of key infrastructure studies to support the land use analysis. The Grasswood node is known to have significant servicing challenges, as well as capacity issues. These challenges would need to be addressed and substantial infrastructure investments would need to be made before significant development could be accommodated in this area. The Market Impact Study echoes this.

The intent of revisiting the SECP in early 2019 would be to focus primarily on servicing with a review of the land uses, densities and phasing in relation to this servicing. Appropriate servicing (transportation, drainage, wastewater, potable water and water supply for fire suppression) should support the amount, location and density of proposed development in the area.

Any proposed land uses or phasing in this area needs to be done relative to the established alignment of the Saskatoon Freeway. MHI is in the process of beginning functional planning of the Saskatoon Freeway alignment which provides opportunity for the municipalities and MHI to work together on determining key service road connections to support development in the Grasswood area. As well, there may be opportunities to partner across multiple jurisdictions, creating potential for additional federal funding opportunities with considerations for Indigenous and/or environmental lenses.

Current District OCP policies indicate commercial development should *“provide for the convenience and commercial service needs of the suburban population”* and *“ensure that adequate infrastructure and community services exist that can accommodate commercial development in a timely, economical and environmentally sustainable manner.”* In addition, Arterial Commercial developments are *“intended to provide goods and services not customarily associated with urban commercial developments to the travelling public”*. Removing the current 35,000 sq. ft. limitations would be inconsistent with the existing District OCP therefore substantial revisions would be required to the District OCP as well as the District Zoning Bylaw to support this policy change.

New policies to facilitate commercial development are recommended to be incorporated into the SECP and/or P4G Regional Plan. Development of the new P4G Zoning Bylaw is taking place and review of current Planning District commercial objectives, zoning districts and development standards is one of the tasks being undertaken by the P4G project manager. R.M. and City Administrations recommend that review of the square footage limitations be considered for the Planning District in conjunction with the new P4G bylaws to ensure the policy framework is appropriate for the regional context. The municipalities would have timing and resourcing challenges undertaking the policy review separate from the work on the SECP and P4G Regional Plan. Undertaking the square footage policy review in isolation would require R.M. and City

Councils along with the DPC to consider re-prioritizing important regional work. At the request of the municipalities to the P4G Regional Oversight Committee (ROC), and with the agreement of ROC, this issue could be prioritized at a regional level and the P4G project manager could be directed to begin reviewing the square footage and other commercial issues (i.e. the provision of mixed use districts) sooner rather than later.

Recommendation:

“That the District Planning Commission receive the Grasswood Market Impact Study as information and forward the Study to the R.M. and City Councils with the recommendation that it be considered during the South East Concept Plan project and the preparation of the new P4G bylaws.”



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Request to Declare the Optimist Hill Project as a Municipal Project

Recommendation of the Committee

1. That the Optimist Hill Project be approved as a municipal project; and
2. That the Corporate Revenue Division, Asset and Financial Management Department, be authorized and requested to accept donations for this project and issue appropriate receipts to donors who contribute funds to the project.

History

At the December 3, 2018 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the A/General Manager, Community Services Department, dated December 3, 2018 was considered.

Attachment

December 3, 2018 report of the A/General Manager, Community Services Department

Request to Declare the Optimist Hill Project as a Municipal Project

Recommendation

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

1. That the Optimist Hill Project be approved as a municipal project; and
2. That the Corporate Revenue Division, Asset and Financial Management Department, be authorized and requested to accept donations for this project and issue appropriate receipts to donors who contribute funds to the project.

Topic and Purpose

The OSP Community Development Corporation, a non-profit organization established by the Optimist Club of Saskatoon Inc., launched a capital fundraising campaign with the goal of raising the capital funds to develop the Optimist Hill at Diefenbaker Park. In order to help encourage donations by being able to provide charitable donation receipts, the OSP Community Development Corporation is requesting the City of Saskatoon declare the Optimist Hill Project a Municipal Project.

Report Highlights

1. To help fund the capital costs of the Optimist Hill Project, the OSP Community Development Corporation (OSP) will be fundraising and seeking private donations. OSP is responsible for the majority of the capital costs associated with the project.
2. The OSP is requesting to have the Optimist Hill Project be approved as a municipal project.

Strategic Goal

Under the City of Saskatoon's (City) Strategic Goal of Quality of Life, this report supports the long-term strategy of ensuring recreation facilities are sustainable and 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. Over the course of 2014 and 2015, the Administration and the Optimist Club have worked together to formalize the scope of the project, a formal Memorandum of Understanding, and funding support from the City.

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”

Construction of Phase One, the hill and support amenities of the project, is currently underway. Phase Two of the project will include the construction of a permanent chalet facility. The fundraising campaign will support the completion of Phase One, future development of Phase Two, and the continued development of facility support amenities. The facility is located on City-owned property, which meets the conditions required to be declared a municipal project.

The OSP will be entering into a long-term lease agreement with the City for the operations of the facility.

This project is similar to others approved as municipal projects by City Council over the past several years. Such projects include a number of park enhancement projects led by community associations and most recently, approval of the Riverside Badminton and Tennis Club facility as a municipal project.

Report

Financial Support

A letter from OSP indicates the Corporation's request to receive municipal project designation to strengthen OSP's ability to raise funds through private donations to support the capital project (see Attachment 1). The Administration is recommending that the Corporate Revenue Division, Asset and Financial Management Department, be authorized and requested to accept donations and issue receipts to donors who contribute funds to this project.

The Administration supports OSP in its efforts to raise the required funds to support the continued capital development of the Optimist Hill Project. OSP will be entering into a long-term lease agreement with the City for the operations of the facility and will be responsible for the majority of the costs of programming, operations, and capital improvements.

Approval as a Municipal Project

The Income Tax Act provides for the same tax receipts to be issued for gifts to a municipality as for gifts to registered charities. An income tax receipt will be issued for items that are contributed and qualify, and will be valued as prescribed by the *Income Tax Act* of Canada. Also, as per the *Income Tax Act*, a gift for which an official donation receipt may be issued can be defined as a voluntary transfer of property without consideration. There must be a donor who freely disposes of the property and there must be a donee who receives the property given. In other words, the transfer must be

freely made and no right, privilege, material benefit, or advantage may be conferred on the donor or on the person designated as the donee as a consequence of the gift.

In order for donors to claim their contribution under the *Income Tax Act*, OSP is requesting that City Council declare the Optimist Hill Project as a municipal project and authorize the Corporate Revenue Division to accept donations and issue appropriate receipts.

Options to the Recommendation

City Council could choose to deny the request to have this project declared as a municipal project. This may impact the ability of OSP to raise the required capital funds for the continued development of the Optimist Hill Project.

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 work for the project.

Safety/Crime Prevention Through Environmental Design (CPTED)

Any capital improvements or alterations to the facility require approval from the City and, if required, will undergo a CPTED review. Phase One of the project has completed a CPTED review.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

At the appropriate time, the Administration will bring forward a further report with a summary of the key terms and conditions for a memorandum of agreement outlining the operation and maintenance of the facility, as well as the establishment of a Dedicated Capital Reinvestment Fund for Phase One of the project. This would include reasonable terms for the financial accessibility of the facility to all patrons.

Public Notice

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

Attachment

1. Letter from the OSP Community Development Corporation

Report Approval

Written by:	Andrew Roberts, Special Use Facilities and Capital Planning Manager, Recreation and Community Development
Reviewed/Approved by:	Lynne Lacroix, Acting General Manager, Community Services Department



OSP Community Development Corp.
2127 1st Ave. N.
Saskatoon, SK S7K 2A3

November 2, 2018

Andrew Roberts
Special Use Facilities/Capital Planning Manager
City of Saskatoon
222 3rd. Ave. North
Saskatoon, Sask.
S7K 0J5

Dear Andrew:

Please consider this letter as a request for our Optimist Hill Project to be classified as a "Designated Municipal Project" with the City of Saskatoon.

My understanding is that this would allow the City to issue charitable receipts to donors who contribute to our project.

Thank-you for your support of this exciting project. If you need anything else from us, please let me know.

Yours truly,

Terry McAdam
Treasurer
OSP Community Development Corporation



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

2018 Year-End Report - Advisory Committee on Animal Control

Recommendation of the Committee

That the 2018 Advisory Committee on Animal Control Year-End Report be received as information.

History

At the December 3, 2018 Standing Policy Committee on Planning, Development and Community Services meeting, the 2018 Year-End Report of the Advisory Committee on Animal Control, dated November 22, 2018 was considered.

Attachment

November 22, 2018 Year-End Report of the Advisory Committee on Animal Control

November 22, 2018

SPC on Planning, Development & Community Services

Dear Committee Members:

RE: 2018 Year-End Report – Advisory Committee on Animal Control (ACAC)

We would like to thank the Mayor and Members of City Council for the opportunity to serve you and the citizens of Saskatoon this past year as members of the Advisory Committee on Animal Control (ACAC). We believe ACAC has provided a valuable service to the Citizens of Saskatoon, and while we are disappointed that ACAC is being disbanded at the end of 2018, we are thankful that many of the valuable functions that ACAC has performed over the past forty-two years will be reorganized in the Animal Services Working Group.

The Animal Control Advisory Committee was tasked with a multi-part mandate to provide:

- Advice to City Council on policy matters relating to animal services in the community;
- Advice to City Council regarding proposed amendments to the *Animal Control Bylaw and Dangerous Animals Bylaw*;
- Advice to City Council on all specific issues related to animal services which require review by City Council;
- Advice to City Council regarding public education programs for the City to undertake to advocate and promote responsible pet ownership; and
- Provide education and awareness programs relating to animal services and responsible pet ownership ^[1].

In this final year we have continued many important functions and projects, for example, we have:

- 1) Continued the Dog Bite Prevention Awareness campaign
- 2) Addressed the cat overpopulation problem
- 3) Supported the Saskatoon SPCA with its information handout on the proper care of animals, to be used in their school program
- 4) Provided funding in conjunction with Animal Services for the Off-Leash Dog Park Survey

As we stated in our Yearly Report for 2017, as long as our citizens own animals within the City, there will - unfortunately - continue to be some unpleasant interactions between animals and humans.

We would like to see the newly formulated Animal Services Working Group be considered the "first line of interaction" between the citizens of Saskatoon and City Council concerning animal related issues. Appearing in public, and making a public presentation, can be a daunting experience for many people. We would like for citizens

to be able to attend and make presentations to the new Animal Services Working Group. After consideration, the Working Group would then offer advice to City Council. This would ensure the "approach to citizen and stakeholder communications is integrated, proactive and professional". [2]

Animal Bites and Dangerous Dogs

It is very important to continue to inform the public about ways to prevent dog-bites from occurring. The Dog Bite Prevention Subcommittee has discussed updating an educational package that is used by the Saskatoon SPCA to teach children in the school system about the correct way to deal with dogs, to prevent the occurrence of dog bites. We recommend that this initiative should be pursued by the Working Group, as providing this information to the lower grades in schools would be very beneficial in promoting healthy dog/person interactions. Videos were made that show the correct way to interact with dogs that can be re-used.

In 2017 there were over 700 animal exposures that were investigated by the Saskatchewan Health Authority Saskatoon division. Over 50 percent of these bites occurred in the pet owner's yard or home. A continuation of education geared towards pet owners knowing their responsibilities is an important strategy to decrease bites in their own yard. The City needs to address the possibility of requiring rabies vaccination for the issuance of pet licenses, to reduce the risk of rabies.

Cat Over Population

Another significant problem that was being addressed by ACAC is the increasing number of kittens being handled by the SPCA, and the populations of feral cats that live within the city. The spay-neuter program (SNIP) is vital in handling these two problems, and the Subcommittee on Cat Overpopulation Awareness has started working on the problem, producing a pamphlet on the requirements of responsible cat ownership. Further work needs to be done, before the feral cat population impacts the general public as a nuisance factor and also a potentially serious health risk.

Saskatoon SPCA

The City of Saskatoon has partnerships with various agencies that provide vital services to the animal community including Animal Services, the Saskatoon Animal Control Agency (SACA), and the Saskatoon SPCA to name a few. The relationship of the City and the Saskatoon SPCA is of vital importance to many owners and animals. The City is fortunate to have such a fine organization. Unfortunately, the number of animals that are housed at the SPCA is far too high, a problem that will need to be addressed.

[1]City of Saskatoon Advisory Committee on Animal Control Terms of Reference

[2]City of Saskatoon Strategic Plan 2013-2023, adopted by City Council August 14, 2013

Off-Leash Dog Parks

The City has continued to develop dog parks to meet the growing demand of residents from 2011-2018. In April 2018, ACAC approved funding from its 2018 budget to support a comprehensive Dog Park Program Review in conjunction with Animal Services. In order to collect current data about usage of the parks, a survey was conducted by Insightrix Research. We look forward to the fruits of this survey as the results are tabulated and studied.

Sincerely,

Dr. Edward Hudson, Chair
Advisory Committee on Animal Control

^[1]City of Saskatoon Advisory Committee on Animal Control Terms of Reference

^[2]*City of Saskatoon Strategic Plan 2013-2023*, adopted by City Council August 14, 2013



STANDING POLICY COMMITTEE ON FINANCE

Saskatoon Regional Economic Development Authority Inc. – 2018/2019 Report

Recommendation of the Committee

1. That a bonus payment of \$120,000 to the Saskatoon Regional Economic Development Authority Inc. be approved; and
2. That the Saskatoon Regional Economic Development Authority Inc.'s 2019 Performance Indicators and Targets be approved.

History

At the December 3, 2018 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department dated December 3, 2018, regarding the above matter, was considered.

Alex Fallon, President and Chief Executive Officer, Saskatoon Regional Economic Development Authority Inc., provided an overview of the Authority's 2018/2019 Annual Report on 2018 performance results and 2019 targets and budget.

Attachment

December 3, 2018 report of the CFO/General Manager, Asset and Financial Management Department

Saskatoon Regional Economic Development Authority Inc. – 2018/2019 Report.

Recommendation

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

1. That a bonus payment of \$120,000 to the Saskatoon Regional Economic Development Authority Inc. be approved; and
2. That the Saskatoon Regional Economic Development Authority Inc.'s 2019 Performance Indicators and Targets be approved.

Topic and Purpose

This purpose of this report is to obtain City Council approval for the annual bonus payment to Saskatoon Regional Economic Development Authority Inc. (SREDA) based on its 2018 performance measures, as well as approval of SREDA's 2019 Performance Indicators and Targets. This is consistent with the reporting requirements outlined in the Funding Agreement between the City of Saskatoon (City) and SREDA.

Report Highlights

1. Based on the performance measure targets, SREDA's bonus payment for 2018 is \$120,000.

Strategic Goal

As identified in the Funding Agreement, the services performed by SREDA are required to be consistent with both the City's Strategic Plan, in particular, the Strategic Goal of Economic Diversity and Prosperity, as well as SREDA's Strategic Goals.

Background

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

At its meeting on December 18, 2017, City Council adopted SREDA's 2018 Performance Indicators and Targets.

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

As per the Funding Agreement, SREDA will table its annual report containing audited financial statements to City Council by no later than May 31.

Report

Attachment 1 is a copy of SREDA's Annual Report which includes SREDA's 2018 Key Performance Indicator Results, outlining the approved performance measures, targets, results, and ratings. The ratings are calculated by pro-rating the weighting based on actual results. The total for 2018 is 96%.

The Funding Agreement provides for a bonus payment of up to \$125,000 annually, based on the successful achievement of the agreed-upon annual performance measure targets. Accordingly, the bonus payment to SREDA for 2018 is \$120,000 (96% of the maximum bonus). The funding source is from industrial property sale proceeds that reside within the Property Realized Reserve.

Also included in SREDA's Annual Report are its 2019 Performance Indicators and Targets. Future reporting will be in line with the timelines specified in the Funding Agreement.

Options to the Recommendation

There are no options regarding the bonus payment to SREDA, as this is outlined within the Funding Agreement. However, City Council can ask for additional information relating to the 2019 Targets.

Financial Implications

Funding for the bonus payment exists within the Property Realized Reserve.

Other Considerations/Implications

There are no policy, environmental, 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

SREDA will submit its 2019 performance measures in December 2019 for City Council approval of its annual bonus payment.

Public Notice

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

Attachment

1. SREDA Annual Report to the City of Saskatoon – 2018 Performance Results/2019 Target & Budget

Report Approval

Written by: Michael Voth, Director of Corporate Revenue
Approved by: Kerry Tarasoff, CFO/General Manager, Asset and Financial Management Department



ANNUAL REPORT TO THE CITY OF SASKATOON

2018 Performance Results
2019 Target & Budget

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About Us

Purpose Statement

Strengthening and growing the local economy.

Values

Outstanding, Partnerships, Team, Trust

Role

SREDA helps strengthen and grow the local economy by providing programs and services in the areas of business attraction and expansion; entrepreneurship, regional economic development and planning; Indigenous economic development; economic intelligence; and marketing the Saskatoon Region and talent attraction.

6 Pillars of Economic Development

1. Business Attraction & Expansion

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

2. Entrepreneurship

Assist entrepreneurs to start and grow their business in Saskatchewan.

3. Regional Economic Development & Planning

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

4. Indigenous Economic Development

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

5. Economic Intelligence

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

6. Marketing the Saskatoon Region & Talent Attraction

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



2018 SREDA RESULTS

Key Performance Indicators Results

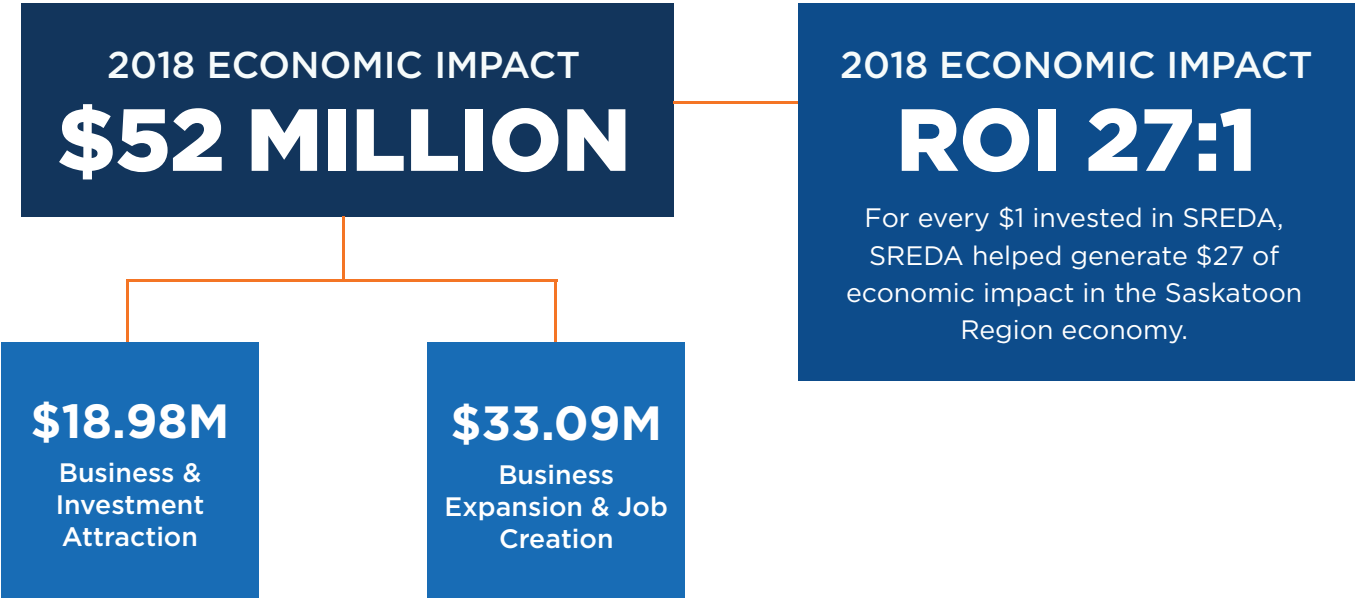
NO.	KPI	TARGET	YTD	WEIGHTING	STATUS
Business Attraction					
1.1	Attract 4 companies to the Saskatoon Region to explore establishing an office/facility.	4	7	10%	10%
1.2	\$16M of investment attracted to the Saskatoon Region.	\$16M	\$25M	10%	10%
Business Expansion					
2.1	Assist local companies with expansion plans utilizing the Business Development Incentive Policy - support the creation of 20 new jobs.	20	25	10%	10%
2.2	Recommend changes to the City of Saskatoon on the Business Development Incentive Policy.	10	10*	10%	10%
Entrepreneurship					
3.1	Assist in the establishment of 25 new businesses in the Saskatoon Region.	25	55	10%	10%
3.2	Provide assistance to over 4,000 entrepreneurs across Saskatchewan to start or grow a business.	4,000	3,800	10%	9.5%
Regional Economic Development & Planning					
4.1	Deliver one economic development project/initiative to each of SREDA's 13 Regional Members.	13	10	5%	3.9%
4.2	Host 6 Regional Business Opportunities Tour to market opportunities across the Region to businesses and investors.	6	6	10%	10%
Economic Forecasting & Analysis					
5.1	Release the Quarterly Saskatoon Region Economic Dashboard and track/grade the Saskatoon Region economy.	4	4	5%	5%
5.2	Provide economic research & analysis on at least 5 key business/economic issues affecting the Saskatoon Region.	5	5	5%	5%
Marketing the Saskatoon Region					
6.1	Implement a marketing campaign that promotes the Saskatoon Region to businesses/investors/general public.	1	0.5	5%	2.5%
6.2	Ensure the Saskatoon Region is promoted in at least two international markets, across Canada and receives at least 4 positive media articles about the region's strong and diversified economy.	6	15	10%	10%
12	TOTAL				100% 96%

* To be completed by December 31, 2018

Economic Impact & Return on Investment Results

“SREDA is pleased to report our 2018 economic impact of \$52 million and an ROI of 27:1. The SREDA team had another successful year of delivering initiatives and programs to strengthen and grow the Saskatoon Region economy. A highlight this year was winning multiple awards in recognition of our work promoting the Saskatoon Region,”

Alex Fallon, President and CEO of SREDA



2018 Awards

Local: NSBA Team Building Award

Provincial: Saskatchewan Economic Development Association (SEDA)

International: International Economic Development Council (IEDC) Gold Award

“When we launched “The Saskatoon I Know”, our goal was to create a sense of pride among Saskatoonians for the city they call home and also to present Saskatoon on the international stage. We were blown away by the response and award – Within six months of the video being launched, we not only had our video viewed in more than 50 countries, but we also won a provincial award from SEDA and an international award from the IEDC. In order to grow, we need more people to know about the Saskatoon Region and if the video helps that, that is a great thing.”

Alex Fallon, President and CEO of SREDA





2019 PRELIMINARY BUDGET

2019 Revenue

SREDA	REVENUE
City of Saskatoon (Base)	\$839,800
City of Saskatoon (Performance)	\$110,000
Regional Members	\$70,000
Private Sector Investors	\$150,000
Federal Government - WD/SQ1	\$667,029
Federal Government - WD/Other	\$25,000
Fee for Service: Contracted (e.g. SINP)	\$75,000
Fee for Service: Adhoc (e.g. IE Studies)	\$25,000
Sponsorship	\$50,000
Other Revenue (e.g. ticket sales)	\$40,000
P4G Regional Plan Funds	\$572,530
TOTAL SREDA REVENUE	\$2,624,359

2019 Expenses

SREDA	EXPENSES
Salaries	\$1,450,257
Rent	\$87,500
Operations (HR, IT, Finance)	\$80,000
Administration	\$80,000
Management/Projects	\$60,000
P4G Regional Plan	\$572,530
SUBTOTAL	\$2,330,287
Pillar 1: Business Attraction and Expansion	\$50,000
Pillar 2: Regional Affairs	\$40,000
Pillar 3: Entrepreneurship	\$90,000
Pillar 4: Indigenous	\$25,000
Pillar 5: Economics	\$25,000
Pillar 6: Marketing	\$55,000
SUBTOTAL	\$1,493,874
TOTAL SREDA EXPENSES	\$2,615,287

TOTAL SREDA REVENUE	\$2,624,359
TOTAL SREDA EXPENSES	\$2,615,287
2019 SURPLUS	\$9,072



2019 TARGETS

Key Performance Indicators

PILLAR	PERFORMANCE INDICATOR	%
Business Attraction & Expansion	1.1 Assist 2 local businesses to expand operations in the Saskatoon Region that result in a minimum of 10 new jobs.	10
	1.2 Attract \$15M of new business investment to the Saskatoon Region.	10
Entrepreneurship	2.1 Assist at least 25 entrepreneurs in the Saskatoon Region to establish a small business.	10
	2.2 Assist at least 5 entrepreneurs in the Saskatoon Region to grow their small business.	10
Regional Economic Development & Planning	3.1 Support the development of a District Planning Commission for the Saskatoon North Partnership for Growth (P4G).	10
	3.2 Deliver at least one economic development project to each of the 15 municipalities that comprise SREDA's regional membership.	10
Indigenous Economic Development	4.1 Assist at least 2 Indigenous businesses or organizations in the Saskatoon Region to grow or expand (e.g. access procurement opportunities, partner on developments, access funding, etc.).	5
	4.2 Report on the Saskatoon Region's progress on responding to the TRC's Calls to Action related to Economic & Business Development.	10
Economic Intelligence	5.1 Lead the development of a City of Saskatoon Economic Growth Plan.	5
	5.2 Release 10 forecasting reports on the Saskatoon Region economy.	5
Marketing the Saskatoon Region & Talent Attraction	6.1 Build and execute a talent attraction strategy for the Saskatoon Region that supports growth in key employment sectors.	5
	6.2 Develop a new website to promote the benefits of the Saskatoon Region economy.	10
TOTAL		100

Economic Impact Target



**How high you fly
is derived from
how big you
think.**





STANDING POLICY COMMITTEE ON FINANCE

Saskatoon Regional Economic Development Authority Inc. – Business Incentives – 2018 Tax Abatements

Recommendation of the Committee

That the incentive abatements as determined by the Saskatoon Regional Economic Development Authority be approved.

History

At the December 3, 2018 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department dated December 3, 2018 was considered.

Attachment

December 3, 2018 report of the CFO/General Manager, Asset and Financial Management Department

SREDA – Business Incentives – 2018 Tax Abatements

Recommendation

That the Standing Policy Committee on Finance recommend to City Council that the incentive abatements as determined by the Saskatoon Regional Economic Development Authority be approved.

Topic and Purpose

The purpose of this report is to receive City Council approval to process property tax abatements to businesses, as approved under Council Policy No. C09-014, Business Development Incentives.

Report Highlights

1. The Saskatoon Regional Economic Development Authority (SREDA) has confirmed that 11 eligible businesses have fulfilled the agreed upon terms and conditions to receive their 2018 tax incentive abatements. The total tax abatement amount is \$687,226.

Strategic Goal

This report supports the Strategic Goal of Economic Diversity and Prosperity by working collaboratively with economic development authorities to promote Saskatoon's regional economy to grow and diversify, demonstrating long-term sustainability.

Background

Council Policy No. C09-014, Business Development Incentives, makes incentives available to businesses meeting the eligibility requirements. Throughout the year, as applications are received, SREDA requests City Council to approve tax abatements for business incentive purposes. The incentives are based on the value of new construction, the creation of a specified number of jobs, and the maintenance of certain financial requirements. On an annual basis, following the approval of the incentive, staff from SREDA meet with each company to ensure that all of the requirements are being fulfilled.

Report

SREDA staff have met with each of the businesses eligible to receive a tax abatement for 2018. Reviews were conducted to determine if the terms and conditions outlined in the individual agreements were met. Attachment 1 is a letter from SREDA with the results of its 2018 audit. The letter identifies those companies that have met all conditions of their incentive agreements for 2018. The total tax abatement amount is \$687,226.

Options to the Recommendation

There are no options to the recommendation as the incentives are identified within the agreements between the City of Saskatoon and the applicable business.

Policy Implications

The recommendation is in accordance with Council Policy No. C09-014, Business Development Incentives.

Financial Implications

Property tax abatements approved under Council Policy No. C09-014 result in the deferral of the increased taxes that the new construction creates. As a result, there is no immediate impact other than deferral. The abatements decline over a five-year period.

Other Considerations/Implications

There are no environmental, privacy, or CPTED considerations or implications, and neither public and/or stakeholder involvement nor a communication plan is required.

Due Date for Follow-up and/or Project Completion

City Council approval to process tax abatements is required by December 31 in order to apply the abatement to the current tax year.

Public Notice

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

Attachment

1. Letter from Joanne Baczuk, Director, Business Development and Economic Analysis, dated November 15, 2018.

Report Approval

Written by: Pamela Kilgour, Manager, Property Tax and Support
Reviewed by: Mike Voth, Director of Corporate Revenue
Approved by: Kerry Tarasoff, CFO/General Manager, Asset and Financial Management Department

SREDA – Business Incentives – 2018 Tax Abatements.docx



Suite 103, 202 Fourth Ave N | Saskatoon SK | S7K 0K1
 PH. 306.664.0720 | www.SREDA.com | www.livingsaskatoon.com

November 15, 2018

Mr. Kerry Tarasoff, FCPA, FCMA
 CFO/General Manager, Asset and Financial Management
 City of Saskatoon
 222 3rd Avenue North
 Saskatoon, SK S7K 0J5

Re: 2018 Property Tax Abatements

Dear Mr. Tarasoff:

This letter is to confirm that the following companies comply with the terms and conditions outlined in each of their Business Development Incentives Agreements with the City of Saskatoon and qualify for 2018 tax abatements:

- Brandt Properties Ltd. (834 58th Street E)
- Deca Industries Ltd. (310 and 322 Robin Way, and 111 Robin Crescent)
- Federated Co-operatives Ltd. (607 46th Street East)
- WBM Office Systems (104-3718 Kinnear Place)
- Howatt Enterprise Ltd. (220 Gladstone Crescent)
- The Saskatchewan Food Industry Development Centre Inc. (2335 Schuyler Street)
- ABC Canada Technology Group Ltd. (1801 Quebec Avenue)
- 9 Mile Legacy Brewing Company (229 20th Street West)
- Axiom Industries Ltd. (3603 Burron Avenue)
- Fire Sand Real Estate LTD. (3639 Burron Avenue)
- Gemini Freight Systems Inc. (2610 11th Street West)

DSI Underground Canada Ltd. (3919 Millar Ave) has not met the terms and conditions outlined in their Business Development Incentive Agreement and therefore will not be eligible for the 2018 tax abatement.





The following company was approved for a Business Development Incentive by the City of Saskatoon in 2018 and is expected to begin receiving its tax abatement in 2019:

- JNE Welding (3915 Thatcher Avenue)

Please contact me at 306-664-0728 or at jbaczuk@sreda.com if there are any questions regarding these reports.

Sincerely,

Joanne Baczuk
Director, Business Development





STANDING POLICY COMMITTEE ON FINANCE

Federal Gas Tax Funding – Bylaw Amendment Request

Recommendation of the Committee

That the City Solicitor be requested to prepare the necessary amendments to Bylaw No. 6774, The Capital Reserve Bylaw, to revise Section 5 as outlined in the report of the CFO/General Manager, Asset and Financial Management Department, dated December 3, 2018.

History

At the December 3, 2018 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset and Financial Management Department dated December 3, 2018 was considered.

Attachment

December 3, 2018 report of the CFO/General Manager, Asset and Financial Management Department

Federal Gas Tax Funding – Bylaw Amendment Request

Recommendation

That the Standing Policy Committee on Finance recommend to City Council that the City Solicitor be requested to prepare the necessary amendments to Bylaw No. 6774, The Capital Reserve Bylaw, to revise Section 5 as outlined in the report of the CFO/General Manager, Asset and Financial Management Department, dated December 3, 2018.

Topic and Purpose

This purpose of this report is to obtain City Council approval to amend Bylaw No. 6774, The Capital Reserve Bylaw, to allow an equivalent amount of any Federal Gas Tax Funds received into a project that would normally be funded through any of the bylaw reserves to be transferred to a reallocation account.

Report Highlights

1. The eligible projects for the Federal Gas Tax Fund are for items such as local roads and bridges, public transit, drinking water, and wastewater.
2. Federal Gas Tax funding has been used for various water and wastewater projects, and the Utility would then pay an equivalent amount to the City of Saskatoon's (City) General Revenue, thus making funding available for reallocation to other projects.
3. The Administration would like to use bridge and roadway projects as eligible Federal Gas Tax Fund projects and subsequently transfer the equivalent of the amount Gas Tax Funds received into a reallocation account.

Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability by seeking revenue streams from new and multiple sources to pay for City projects.

Background

On April 1, 2014, the federal and provincial governments renewed the Federal Gas Tax Fund for a ten-year term, 2014-15 through 2023-24. Municipalities receive semi-annual payments based on a per capita basis for municipal infrastructure and capacity building projects.

At the November 27, 2017 Business Plan and Budget Review meeting when considering a funding plan report which outlined projects that had benefited from the reallocation of Federal Gas Tax Funds, City Council resolved that the updated Civic Facilities Funding plan, Major Transportation Funding Plan and Federal Gas Tax Allocation Plan be approved.

Report

Eligible Federal Gas Tax Projects

Projects that are eligible to apply for Federal Gas Tax funding are for items such as local roads, bridges, public transit, drinking water, wastewater, solid waste, recreational infrastructure and community energy systems. The expenditures associated with acquiring planning, designing, constructing or renovating a tangible capital asset are eligible expenditures.

Prior Projects

The Administration has applied and received funding for various projects under the Federal Gas Tax Fund, including new Saskatoon Transit buses purchased in 2015 and 2016, and various water and wastewater projects. The water and wastewater projects would receive the Federal Gas Tax Funds for the project, and then the Utility would pay an equivalent amount to the City's General Revenue, thus making funding available for reallocation to other projects. These reallocated funds are then used to fund priority projects that do not have an alternative source of funding. Some of the reallocated money has been used for Fire Hall Nos. 3 and 5, debt payments for the Circle Drive South Project, and transfers into the Bridge Major Repair Reserve and the Civic Operations Centre.

Proposed Bylaw Amendment

To ensure that there are sufficient projects to receive Federal Gas Tax Funds and then to reallocate funding to already committed projects and future priority projects, the Administration recommends utilizing bridge and roadway projects funded by the Bridge Major Repair Reserve and the Paved Roadways Infrastructure Reserve, respectively, in addition to water and wastewater projects, for future applications to the Federal Gas Tax Fund. The reserves that would have funded these projects will then issue a disbursement to the reallocation account so that the reallocated funds may be used for other priority projects.

In order to utilize these reserves, the Administration is recommending that an amendment be made to Bylaw No. 6774, The Capital Reserve Bylaw, under the Funding of Reserves section as follows:

If a project within the City's Capital Budget has an approved expenditure from a Reserve within this bylaw and that project applies for and receives funding from the Federal Gas Tax Fund, the Reserve that would have otherwise paid the expenditure if the Federal Gas Tax Funds were not received, may transfer the equivalent amount of Federal Gas Tax Funds received to another project through a reallocation account.

This amendment to the bylaw would allow the equivalent of the funds received in Federal Gas Tax Funds to be transferred into the reallocation account and utilized by any priority project.

Options to the Recommendation

City Council can choose not to approve the amendment to Bylaw No. 6774; however, the Administration does not recommend this option as it will hinder the reallocation of funding for already approved projects and future priority projects.

Other Considerations/Implications

There are no financial, 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
Rob Frank, Acting Director of Major Projects
Approved by: Kerry Tarasoff, CFO/General Manager, Asset and Financial
Management Department

Federal Gas Tax Funding – Bylaw Amendment.docx



STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Green Infrastructure Strategy Update – December 2018

Recommendation of the Committee

That the report of the Acting General Manager, Corporate Performance Department dated December 4, 2018, be received as information.

History

At the December 4, 2018 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the A/General Manager, Corporate Performance dated December 4, 2018 was considered.

In addition to providing this report to City Council for information, your Committee also forwarded it to the Municipal Heritage Advisory Committee for information.

In addition, your Committee wanted to highlight Attachment 4 from the Administration's report regarding the Small Swale as it is in response to a recommendation from City Council.

Attachment

December 4, 2018 report of the A/General Manager, Corporate Performance.

Green Infrastructure Strategy Update – December 2018

Recommendation

That the report of the Acting General Manager, Corporate Performance Department dated December 4, 2018, be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to provide City Council with an update on the progress of the Green Infrastructure Strategy (Green Strategy) and related initiatives.

Report Highlights

1. Work has begun on Natural Area Standards and the Urban Forest Management Plan, two initiatives that address key findings identified in the Green Infrastructure Strategy Baseline Inventory Report.
2. The Green Strategy has identified sites that could be designated as natural areas, including the Small Swale.
3. The Natural Area Standards will provide policies and guidelines for development occurring in, and adjacent to, natural areas.
4. The Urban Forest Management Plan has identified the various types of tree populations that exist in Saskatoon. This information will be used to develop strategies that maximize the benefits provided by trees.
5. Amendments to the Official Community Plan will support the Green Strategy.

Strategic Goals

This report supports the strategic goals of: Environmental Leadership, by striving to ensure that Green Infrastructure is identified and managed for the benefit of current and future generations by adopting a Natural Areas Plan and Urban Forestry Strategy; Quality of Life, by striving to meet community recreational and cultural needs in park space; and Sustainable Growth through a balanced approach to land use.

Background

City Council, at its meeting held on May 28, 2018, considered the Green Infrastructure Update – May 2018; and resolved:

- “1. That the Green Infrastructure Baseline Inventory Report be received as information;
2. That the draft guiding principles be endorsed;
3. That community engagement on amendments to the Official Community Plan to reflect the Green Infrastructure Strategy be planned and a report be brought to the Municipal Planning Commission with a recommendation to City Council for approval in the fall;
4. That \$150,000 be approved from the Reserve for Capital Expenditures (RCE) for this initiative as outlined in this report; and
5. That the report of the Acting General Manager, Corporate Performance, dated May 14, 2018 be forwarded to the Municipal Heritage Advisory Committee for information.”

City Council, at its meeting held on September 24, 2018, considered Proposed Amendments to Bylaw No. 7200, The Traffic Bylaw – Speed Limit Change and Proposed Amendments to Bylaw No. 7200, The Traffic Bylaw – Speed Limit Changes – Proposed Bylaw No. 9531; and resolved:

“That Administration report back with information on the Small Swale related to but not limited to its ecological integrity, future plans and policies related to this natural area. This report should provide a basis for background information on the Small Swale.”

Report

Green Strategy

The Green Strategy balances considerations for many facets of good city building – such as access to green spaces; climate change mitigation and adaptation; conservation; recreation; storm water and other servicing; Truth and Reconciliation Calls to Action; and urban development – in a systematic way that weaves green infrastructure into Saskatoon’s urban fabric. Attachment 1, Saskatoon’s Green Strategy - Background, provides further background on the Green Strategy, the Natural Area Standards and the Urban Forest Management Plan.

Two initiatives that aim to address key findings identified in the Green Infrastructure Strategy Baseline Inventory Report are the Natural Area Standards and the Urban Forest Management Plan. These initiatives are being developed in partnership with numerous City divisions and the Meewasin Valley Authority to ensure that the results are appropriately integrated into work plans across the City. Attachment 2, Saskatoon’s Green Strategy - Related Initiatives Diagram, illustrates how various projects and initiatives relate to the Green Strategy.

Natural Area Standards

In preparation for the Natural Area Standards project, the Green Strategy identified sites that are considered natural areas within the city that the Natural Area Standards could be applied to. Attachment 3, Saskatoon’s Natural Areas, identifies this preliminary inventory. Subject matter experts were provided with the opportunity to review and provide feedback on the natural areas identified in the inventory at the Green Strategy Workshop #2, October 29, 2018. Additionally, workshop participants were asked to comment on proposed indicators used to identify natural areas, and what levels of management and types of compatible uses would be appropriate for these particular natural areas. Feedback from the workshop will be reviewed by the project team, and where appropriate, the list of natural areas will be revised. Participant comments on indicators, levels of management and compatible uses will be considered as the Natural Area Standards are drafted.

The next steps for the project include drafting the Natural Area Standards document, followed by a review by key stakeholders. The standards will provide a predictable process for determining how to address or integrate natural areas into development.

This could include categories to designate different types of natural areas, and standards for developers to follow during the design and development process.

Small Swale

The Small Swale has been included in the Preliminary Natural Areas Inventory. In addition, City Council requested that Administration report back with information on the Small Swale. A response to this is included as Attachment 4, Saskatoon's Green Strategy - The Small Swale. This attachment provides a summary of known ecological features, future plans and policies related to this natural area.

The Urban Forest Management Plan

The initial steps of the Urban Forest Management Plan included identification of the various tree populations that make up Saskatoon's urban forest. Urban Forest Unique Tree Populations were reviewed with key technical experts at the workshop held on October 29, 2018. Attachment 5, Urban Forest, summarizes the City's tree population. Feedback from the workshop is being reviewed by the project team and the list of unique tree populations may be adjusted to reflect this feedback when the review is complete.

The next steps in the project include review of Saskatoon's existing policies, investigation of best practices across the country, and completion of a tree canopy assessment. The Management Plan will help minimize impacts on the changing urban forest due to urban growth; redevelopment in established areas; invasive pests and diseases, weather events; and aging trees. Future planting maximizes the benefits trees provide by identifying strategic planting areas, aiming for species diversity and ensuring that the right trees are planted in the right place. The canopy assessment will inform decisions related to the City's urban forest.

Official Community Plan

As part of the development and implementation of the Green Strategy, future changes to management documents are expected. This will include changes to the City of Saskatoon's Official Community Plan (OCP). Engagement activities for the Green Strategy are being used to help shape changes to the OCP. New and updated policy reflecting the principles of the Green Strategy and the initiatives that support it, are currently being drafted as part of the redesign and update to the OCP. The fully updated OCP is expected to be brought forward for approval in 2019. Attachment 6, Highlight of Planned Official Community Plan Updates, provides highlights.

Public and/or Stakeholder Involvement

The Green Strategy engagement program was launched in September 2018. Engagement activities completed to date were designed to seek input from participants to inform specific project decisions related to the Green Strategy, Natural Area Standards and Urban Forest Management Plan initiatives. Attachment 7, Green Strategy Engagement Update - November 2018, provides details of these engagement events, as well as plans for future engagement. Analysis of the result from 2018 engagement activities will be completed in 2019.

Community input from engagement activities will be used to inform development of Saskatoon's Natural Area Standards, Urban Forestry Management Plan, related policies, management documents and updates to the City of Saskatoon's OCP.

Communication Plan

A communication strategy further promoting education and engagement for Phase 2 of the Green Strategy has been developed and will be updated to reflect 2019 goals and objectives. The strategy will be community-focused, educational, share successes and gain feedback. As part of the Communications Plan, a brand has been developed, and further engagement events, social media messaging, radio advertisements, and media releases may follow. In addition, communications will be combined with other relevant civic projects, such as Bird Strike Mitigation and Climate Change. Attachment 8, Social Media Messaging, shows preliminary results of engagement on-line feedback.

Policy Implications

There are no immediate policy implications. The Natural Area Standards and Urban Forest Management Plan will develop new management documents and propose updates to related policies and guidelines, including the City of Saskatoon's Official Community Plan. When these documents have been drafted, they will be brought forward for approval individually.

Financial Implications

The 2019 Green Strategy business plan was submitted with the 2019 Business Plan and Budget for deliberation.

Environmental Implications

As the project progresses, management tools for natural areas, living assets and other green spaces will be developed and updated to support Saskatoon's resilience to climate change.

Future Green Strategy work will include identifying other green assets that are part of the City's green network and the ecological benefits they provide.

The Green Strategy also includes the Natural Capital Asset Valuation project that will quantify the greenhouse gas implications associated with living assets.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Administration will report back to the Standing Policy Committee on Environment, Utilities and Corporate Services in 2019.

Public Notice

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

Attachments

1. Saskatoon's Green Strategy - Background
2. Saskatoon's Green Strategy - Related Initiatives Diagram
3. Saskatoon's Natural Areas
4. Saskatoon's Green Strategy - The Small Swale
5. Urban Forest
6. Highlight of Planned Official Community Plan Updates
7. Green Strategy Engagement Update - November 2018
8. Saskatoon's Green Strategy - Social Media Messaging

Report Approval

Written by: Genevieve Russell, Green Strategy Special Project Manager
Reviewed by: Twyla Yobb, Manager of Environmental Protection
Brenda Wallace, Director of Environment and Corporate Initiatives
Lesley Anderson, Director of Planning and Development
Darren Crilly, Director of Parks
Approved by: Dan Willems, Acting General Manager, Corporate Performance Dept.

Admin Report - Green Infrastructure Strategy Update – December 2018.docx

SASKATOON'S GREEN STRATEGY - Background

Biodiverse • Accessible • Sustainable • Integrated • Connected

WHAT IS THE GREEN STRATEGY?

- A City-wide approach to transition Saskatoon into a sustainable, biodiverse community in which natural areas, assets and other green spaces are considered important infrastructure.
- By weaving this green infrastructure into the urban fabric, the City will be in a position to provide essential municipal services in a way that respects nature, heritage and culture.

WHY DO WE NEED A GREEN STRATEGY?

- As Saskatoon continues to grow, new infrastructure will be needed and aging infrastructure will be required in a way that respects and complements our valued natural areas and living assets.
- This Strategy will address servicing needs through green infrastructure for water retention, flood control, carbon reduction, and air and water purification.
- Protecting natural areas and assets requires managing our impacts appropriately. As a strategic tool for climate change adaptation and mitigation, the strategy will help the City be more resilient and prevent damaging impacts to natural areas and assets.
- Two initiatives, currently under development, that aim to address the key findings of the Green Strategy are the Natural Area Standards and Urban Forestry Management Plan.

WHAT ARE THE NATURAL AREA STANDARDS?

- A management document that will provide policies and guidelines for developers to use during the design process and for the City to use during the concept plan review process.
- A consistent, predictable process for determining how to integrate or address natural areas in our development plans.

WHY DO WE NEED THE NATURAL AREA STANDARDS?

- To guide development decisions in places containing natural areas through consistent standards and procedures for the approval of development in, and adjacent to, natural areas.
- To minimize negative impacts from development on our significant natural areas.
- To provide designation categories for natural areas within City boundaries and identify levels of management

WHAT IS THE URBAN FOREST MANAGEMENT PLAN?

- A management document to guide development adjacent to trees in a consistent and predictable way.
- A process to determine whether to protect or remove trees.
- A plan for strategic planting in the future to maximize the benefits trees provide

WHY DO WE NEED AN URBAN FOREST MANAGEMENT PLAN?

- To minimize impacts on our changing urban forest due to urban growth, redevelopment in established areas, invasive pests and diseases, weather events, and aging trees.
- To ensure future planting maximizes the benefits trees provide, we need to classify strategic planting areas, identify appropriate planting requirements, aim for species diversity and ensure the right tree is planted in the right place.



GUIDING PRINCIPLES THAT APPLY TO THE GREEN STRATEGY, NATURAL AREA STANDARDS AND URBAN FOREST MANAGEMENT PLAN:

- **Climate Change Adaptation & Mitigation** - Our contributions to climate change are mitigated and our ability to adapt to local change is enhanced.
- **Ecological Integrity** - Biodiversity and connectivity of the urban green network is conserved and supported
- **Education & Awareness** - Educational opportunities incorporate ecological, cultural and traditional knowledge. The community is aware of appropriate uses of green spaces
- **Equitable & Accountable** - Green infrastructure is distributed throughout the city to provide access to all residents.
- **High Quality** - Green spaces are evaluated and used for their best purposes, taking into consideration the types of infrastructure and amenities they have, the value of the functions they provide and community needs.
- **Integrated & Multifunctional** - Green spaces are integrated into the city fabric to form a network that serves multiple uses and needs.
- **Public Safety** - The green network is safe, accessible and inclusive for all.
- **Recognizable & Unique Places** - A range of green space types and functions reflect heritage, traditional land uses and community identity and needs.
- **Sustainable** - The green network responds to operational requirements, flood resiliency, community capacity and environmental and local needs.
- **Wellness: Physical & Mental** - The green network meets community needs, recognizing that access to green space is strongly related to residents' physical, spiritual and mental wellbeing.

SASKATOON'S GREEN STRATEGY

- Related Initiatives Diagram

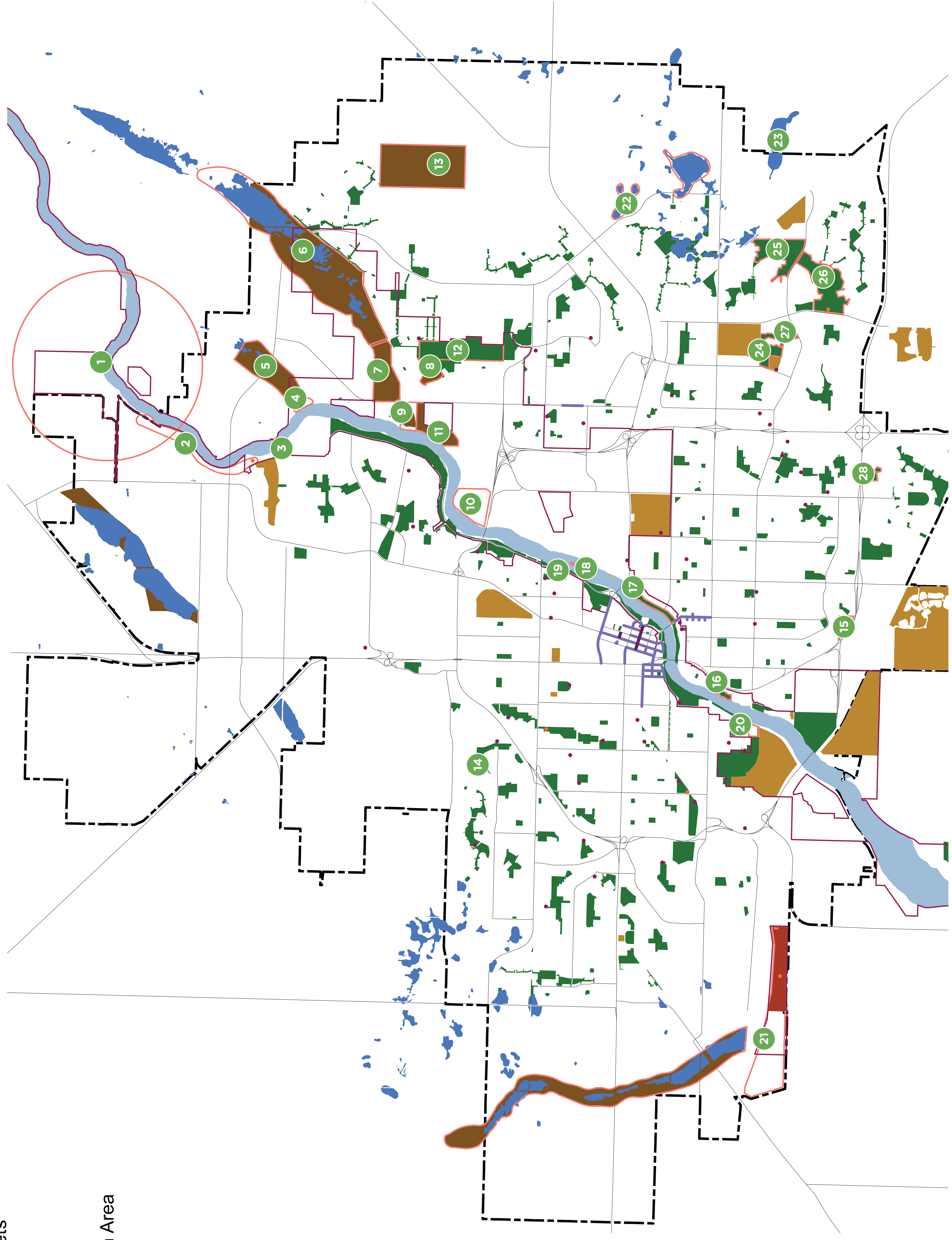
Biodiverse • Accessible • Sustainable • Integrated • Connected



SASKATOON'S NATURAL AREAS

- Off Leash Recreational Areas
- Pedestrian Priority Streets
- Streetscaped Areas
- Community Garden
- Meewasin Conservation Area
- Natural_Areas
- Wetlands
- Grasslands
- Park
- Special Use Space
- Afforestation Area
- City_Limit_Area

- NORTH-EAST SASKATOON**
 1. Wanuskewin Buffer Lands and Bison Fields
 2. Unnamed Riparian Forest
 3. Factoria
 4. Peggy McKercher Conservation Area
 5. Small Swale
 6. Meewasin Northeast Swale – Ecological Core
 7. Meewasin Northeast Swale – Recreation Zone
 8. Saskatoon Natural Grasslands
 9. Peturrson’s Ravine
 10. Sutherland Dog Park
 11. Crocus Prairie
 12. Forestry Farm Park and Zoo
 13. Kernen Prairie
- SOUTH-EAST SASKATOON**
 22. North Holmwood Wetlands
 23. South Holmwood Wetland
 24. Lakewood Park (Naturalized)
 25. Donna Birkmaier Park (Naturalized)
 26. Hyde Park (Naturalized)
 27. Heritage Park (Naturalized)
 28. Mark Thompson and Patricia Roe Parks (Naturalized)



- SOUTH-WEST SASKATOON**
 14. Paul Mostoway Dog Park
 15. Avalon Dog Park
 16. Gabriel Dumont Park
 17. Cosmopolitan Park (Naturalized)
 18. Goose Island
 19. Meewasin Trail System and Riverbank
 20. Sanitorium
 21. Richard St Barbe Baker Afforestation Area

1. Wanuskewin Buffer Lands and Bison Fields

- important cultural heritage site of the Plains Cree People
- Wanuskewin has recently been identified as a candidate to be designated as a UNESCO World Heritage Site
- adjacent farmland, within city limits, is to be restored for future bison reintroduction

2. Riparian Forest

- this ecosystem was identified as unique by Meewasin
 - includes several plant species at risk
 - has not been inventoried

3. Factoria

- the location of Saskatoon's early industrial dreams
- the remains of Factoria are some crumbling concrete foundations along the river bank

4. Peggy McKercher Conservation Area

- ownership history spans several owners from early 1900s
- Meewasin purchased it in 2007 with plans to restore and connect to the Meewasin trail network

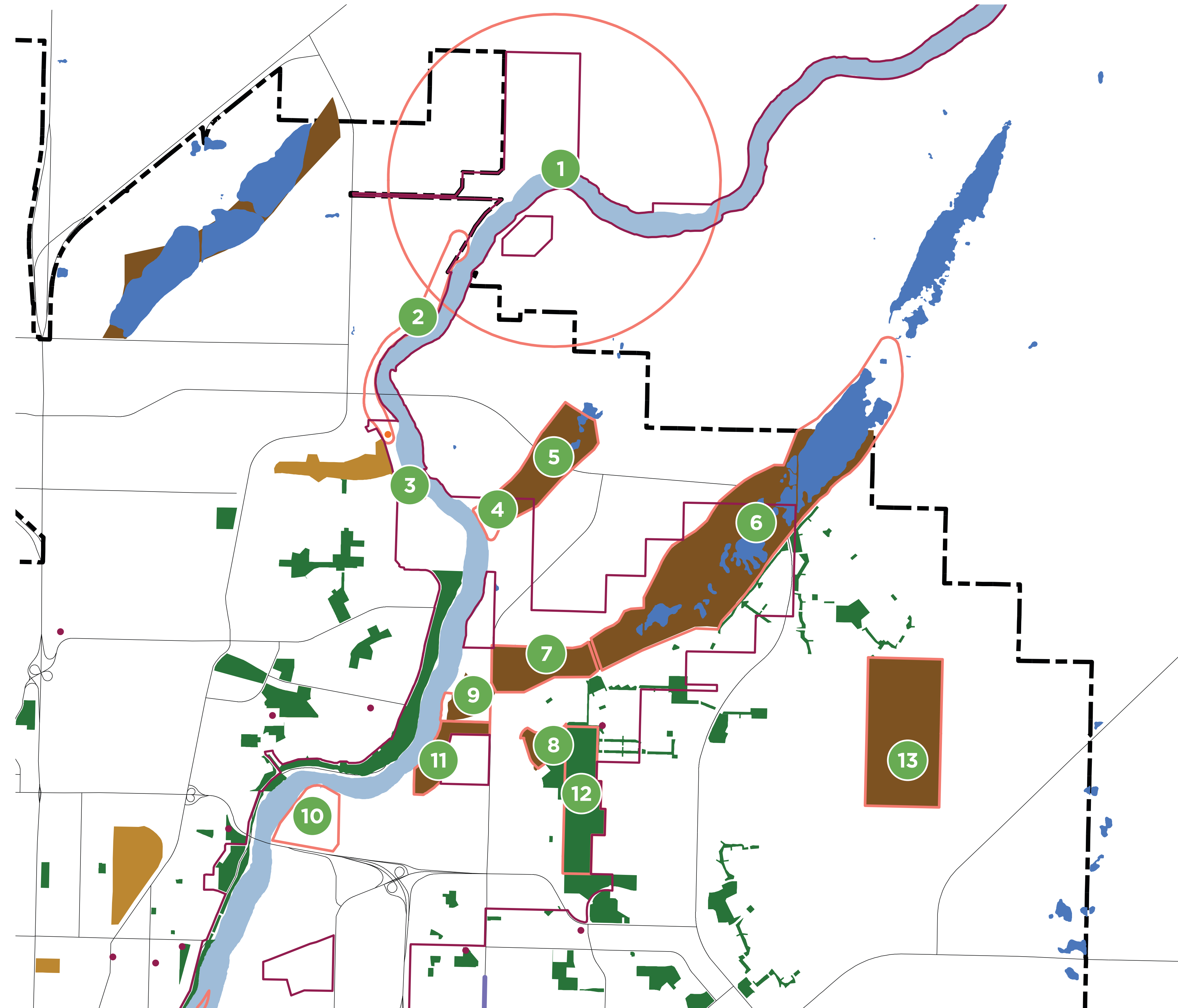
5. Small Swale

- a glacial channel scar
- grassland and wetland areas have been disturbed
- still has a diversity of plant, animal & bird species

6. Meewasin Northeast Swale – Ecological Core

- a portion of the Northeast Swale encompassing 300ha within city limits
 - contains a variety of environments including steep rocky ridges, rolling prairie, lush valleys, treed areas, and ephemeral wetlands
 - a diversity of biological activity including over 200 documented plant species, 103 avian species, and a variety of mammals
 - less impacted by human activity than the recreation zone
 - receives storm water from surrounding area and neighbourhood via a forebay pond

SASKATOONS NATURAL AREAS NORTH-EAST



13. Kernen Prairie

- at 130 hectares, it is one of the largest remaining patches of fescue Prairie in Saskatchewan
- donated to the University with the stipulation that it be preserved

Q. In your experience, is our description of each location accurate?

Q. Do you think the boundary of the natural areas are correct?

7. Meewasin Northeast Swale – Recreation Zone

- a portion of the Northeast Swale approximately 49 hectares in size
- an area that is ecologically sensitive and intended to be utilized for passive recreation and self-guided tours
- receives storm water from surrounding area and neighbourhood via a forebay pond

8. Saskatoon Natural Grasslands

- 13 hectares of fescue grassland
- ecosystem consists of a complex association of grasses, flowering and non-flowering plants providing habitat for birds, animals and insects

9. Peturrson's Ravine

- a restored landscape that includes a unique bog and other ecological features

10. Sutherland Dog Park

- a naturalized dog park
- Caragana is being managed by Meewasin

11. Crocus Prairie

- an ecological site containing native crocuses

12. Forestry Farm Park and Zoo

- features a zoo, local history, towering trees, gardens and ponds
- National Historic Site
- contains a migratory bird sanctuary
- formerly served as the Sutherland Forest Nursery Station

SASKATOONS NATURAL AREAS

SOUTH-WEST

14. Paul Mostoway Dog Park

- semi-naturalized off leash dog park with mowed grass and remnant aspen stands



15. Avalon Dog Park

- naturalized dry storm pond surrounded by an off leash dog park
 - features an open grassy area for dog walkers, and an interior naturalized area and dry storm pond with restricted access
 - the dry storm pond receive storm water from surrounding neighbourhoods
- the design storm is 2 years, lower than today's standard of 100 years
 - the pond area is planted to prevent erosion



16. Gabriel Dumont Park

- a naturalized park with prairie and riparian wood land and passive recreation amenities



17. Cosmopolitan Park (Naturalized)

- considered one of the best bird watching sites in Saskatoon it features songbirds, waterfowl, beavers, muskrats, shrubs such as willows, dogwood and chokecherries and passive recreation amenities



18. Goose Island

- supports sandbar willow and other plant species that can tolerate annual flooding
- it is used as a nesting site for water fowl, and a congregating site for migrating birds
- it is undisturbed due to its proximity to the weir



19. Meewasin Trail System and Riverbank

- includes riparian forest and trail system for active and passive recreation, wildlife observation and nature appreciation



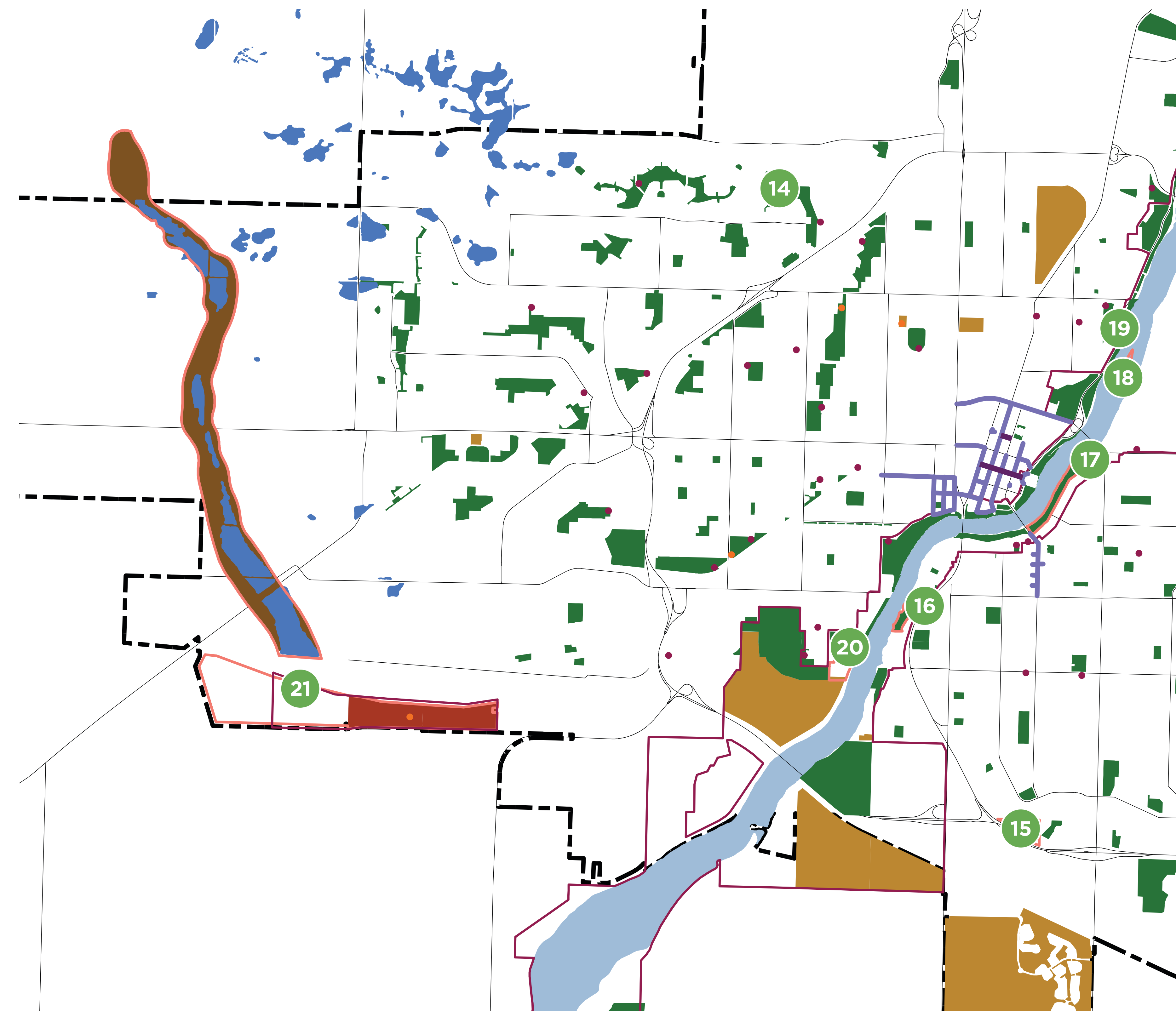
20. Sanitorium

- former site of the Tuberculosis Sanatorium, it is both an historic site and restored conservation area
- the building was demolished and only the grass bowl remains from the Sanatorium
- includes a wooded section



21. Richard St Barbe Baker Afforestation Area

- planted to honour Richard St. Barbe Baker
- provides a semi-natural area and wildlife habitat
- includes a forested area, dog park, wetland, bike and walking trails



Q. In your experience, is our description of each location accurate?

Q. Do you think the boundary of the natural areas are correct?

22. North Holmwood Wetlands

- contains permanent wetlands that collect year-round surface water, as well as ephemeral wetlands that have been cultivated during dry years
- being integrated into future urban development



23. South Holmwood Wetland

- contains permanent wetlands that collect year-round surface water, as well as ephemeral wetlands that have been cultivated during dry years
- outside of current development plans



24. Lakewood Park (Naturalized)

- a naturalized park that includes wetlands, wildflower beds, bird species (waterfowl), and interpretive signage
- contains the Wildwood Ponds that receive storm water from surrounding neighbourhoods
- the shoreline is planted to prevent erosion

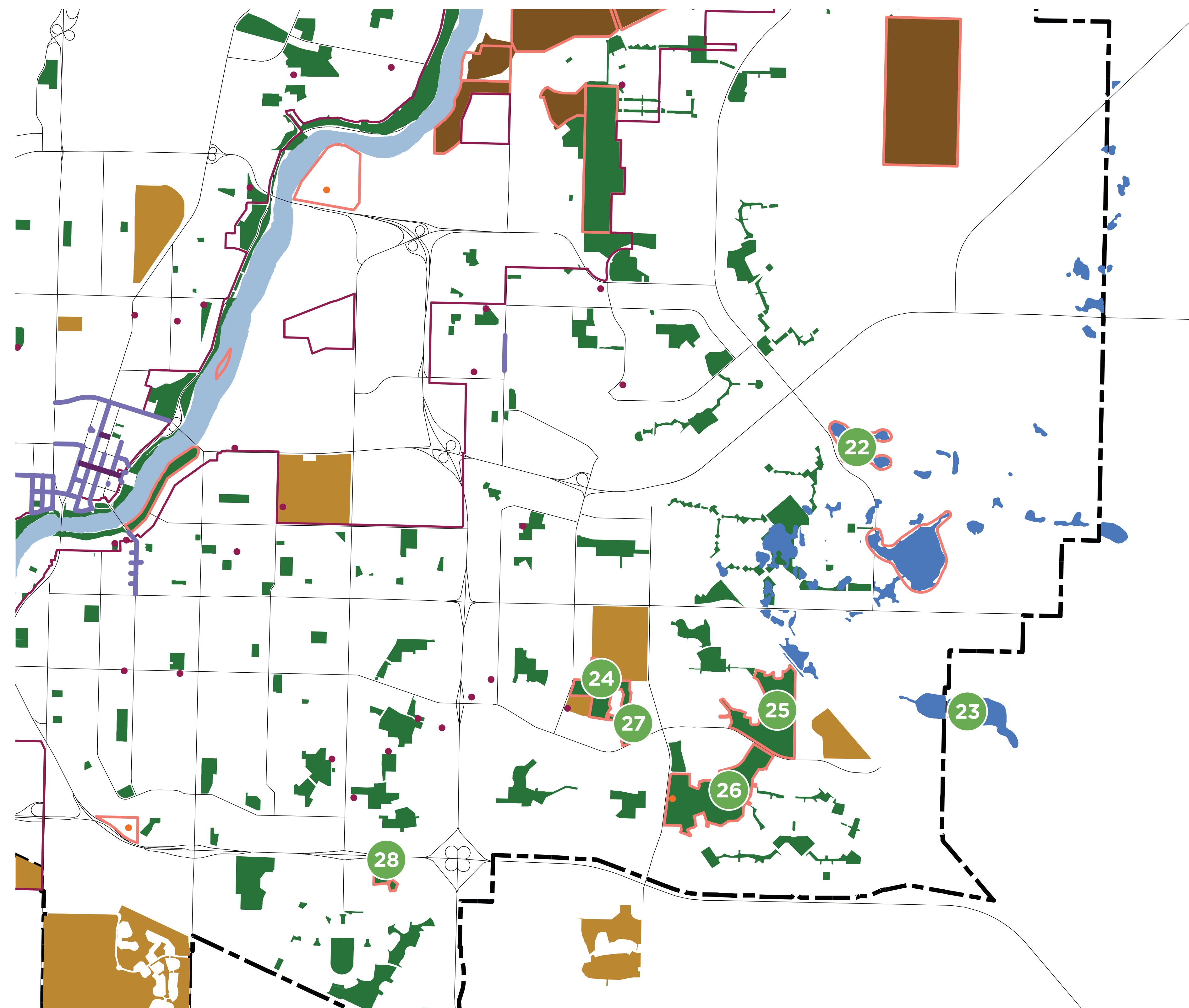


25. Donna Birkmaier Park (Naturalized)

- a district park with sports fields and naturalized elements including wetlands, wildflower beds, wildlife and bird species (waterfowl)
- contains Rosewood Ponds that receive storm water from surrounding neighbourhoods
- storm water features include a planted shoreline to prevent erosion



SASKATOONS NATURAL AREAS SOUTH-EAST



26. Hyde Park (Naturalized)

- a district/multi-district park developed in collaboration with Ducks Unlimited
- includes sports fields and an off-leash dog park
- naturalized areas include wetlands and riparian areas, wildflower beds, native prairie grasses, interpretive signage and bird species
- contains Rosewood Ponds that receive storm water from surrounding neighbourhoods
- storm water features include a settling pond to mitigate sediment buildup, a weir to control water level and riprap at the outlet to prevent erosion



27. Heritage Park (Naturalized)

- a naturalized park including aspen forest, birds (songbirds, hawk, falcon, and woodpeckers), and wildflower beds



28. Mark Thompson and Patricia Roe Parks (Naturalized)

- heritage site includes remnants of the Moose Jaw Trail
- naturalized areas include wooded areas, walking paths, public art and bird species
- shrubs and aspen are encroaching on the Trail remnants



Q. In your experience, is our description of each location accurate?

Q. Do you think the boundary of the natural areas are correct?

SASKATOON'S GREEN STRATEGY

The Small Swale



SUMMARY

Over the last 26 years, four ecological assessments of the Small Swale have occurred, one of which did not include any field assessments.

Currently, the NW 13-37-05 W3M portion of the Small Swale is used as the Central Avenue Snow Storage Site (the Site), where snow storage occurs in winter and materials storage and handling occurs in summer. Materials such as street sweepings, recycled asphalt product (RAP), and asphalt are currently stored at the Site. Furthermore, it is understood that the P3 Contract associated with the North Commuter Parkway and Chief Mistawasis Bridge allows the P3 partners to utilize the Central Avenue Snow Storage Site for the next 30 years.

In 2013, Stantec observed the Northern leopard frog, a federally and provincially protected species, in the Small Swale. Based on the habitat within the Small Swale, over 28 listed wildlife and plant species have potential to occur in the area.

Leks or breeding grounds of Saskatchewan's provincial bird, the sharp-tailed grouse have been observed in the northern extent of the Small Swale and in the Northeast Swale. Sharp-tailed grouse leks are protected by a Saskatchewan Activity Restriction Guideline buffer of 400 m from March 15 to May 15 (Government of Saskatchewan 2017).

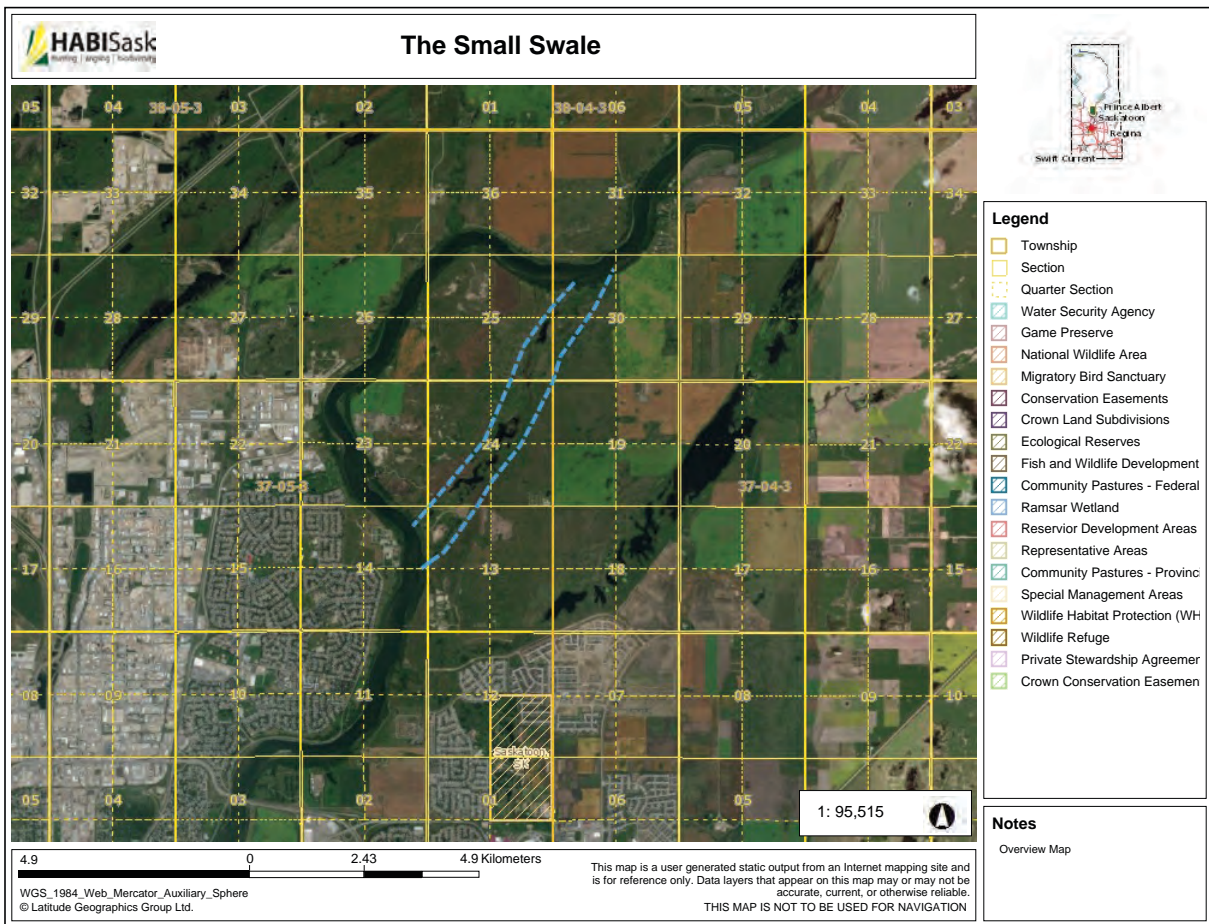
The Small Swale is a major wetland complex encompassing approximately 28 wetlands. In 2013, nine individual wetlands within the Small Swale were assessed based on functionality and subsequently received a management status of "Preserve" (Stantec 2013). According to the City of Saskatoon's Wetland Policy, wetland complexes are considered significant and have the highest priority for protection and preservation.

A land location inquiry using the Government of Saskatchewan's Developers' Online Screening Tool (2018) states that the majority of the Small Swale is heritage-sensitive (NE 14 and NW 13-37-05 W3M, Section 24 and E ½ 25-37-04 W3M, W ½ 30-37-04 W3M) and will require further screening by the Heritage Conservation Branch prior to development.

INTRODUCTION:

The Small Swale is a glacial channel scar, similar to but smaller than the Northeast Swale. The Small Swale contains several wetlands with a diversity of species and wetland permanency classes. The Small Swale is connected to the South Saskatchewan River (the River). The area is a natural drainage channel, approximately 4 kilometres (km) in length, between a meander of the River. The Small Swale is 162.6 hectares in area when the north and south connections to the South Saskatchewan River are included. The Small Swale is characterized by patches of natural trees, wetlands, and open grassland.

The Small Swale is located on the east side of Central Avenue, north of Agra Road and across from the Peggy McKercher Conservation Area, in the University Heights Development Area. Peggy McKercher Conservation Area located on the west side of Central Avenue. The Small Swale is located primarily within NE 14 and NW 13-37-05 W3M (where it connects to the River at its southwest extent) portions of Section 24 and the E ½ 25-37-04 W3M, and in the W ½ 30-37-04 W3M, where the swale connects to the River at its northeast extent. The Peggy McKercher Conservation Area is located in the NE 14-37-05 W3M. The majority of the Small Swale is owned by the City of Saskatoon and is outside of the Meewasin Valley Authority's current jurisdiction.



PREVIOUS REPORTS:

In 1992, Weichel was commissioned by the Saskatoon Natural History Society to complete a report titled, *An Inventory of Natural Areas Remaining in the Vicinity of Saskatoon*, which included portions of the Small Swale.

In 1992 and 1993, John Hudson, a provincially renowned botanist, was commissioned by the Saskatoon Natural History Society to complete vegetation surveys in the Small Swale and noted a wide variety of grass, shrub and forb species.

In 2003, Stantec Consulting Ltd. (Stantec) completed *The “Small Swale” Resource Overview* for the City of Saskatoon and found that the current land use was a combination of gravel extraction, pasture, idle lands, and residential. However, no field assessments supported this report and the Small Swale was delineated without including the south connection to the River and the Central Avenue Snow Storage Site.

In 2013, Stantec completed the *North Central/North East Natural Area Screening Study* for the City of Saskatoon. The main focus areas of the this screening study were Opimihaw Creek, the South Saskatchewan River, the Northeast Swale, the Small Swale, and a portion of the Hudson Bay Slough (Stantec 2013). These areas were targeted due to their hydrologic function, vegetation, and wildlife habitat (Stantec 2013). In this study, field assessments were completed and the Small Swale was delineated with the south connection to the River and the Central Avenue Snow Storage Site. However, these areas were not included in the study area and therefore not assessed in 2013.

CURRENT AND PAST USES:

Currently, the NW 13-37-05 W3M portion of the Small Swale is used as the Central Avenue Snow Storage Site (the Site), where snow storage occurs in winter and materials storage and handling occurs in summer. Materials such as street sweepings, recycled asphalt product (RAP), and asphalt are currently stored at the Site. Furthermore, it is understood that the P3 Contract associated with the North Commuter Parkway and Chief Mistawasis Bridge allows the P3 partners to utilize the Central Avenue Snow Storage Site for the next 30 years.

Snow storage at the Site began around 1997 and street sweepings have been handled there since 2006 or 2007 (Hippe 2018). The Site has been used as a handling site for RAP and gravel since 2012, when Roadways and Operations was told to move from the Nicholson Yard (Hippe 2018). The intention of Roadways and Operations is to phase out materials handling at the Site, with materials being moved to the West Materials Handling Site. Additionally, the North Commuter Parkway crosses the Small Swale in Section 24-37-05 W3M.



HERITAGE RESOURCES:

In 2003, a search of the Saskatchewan Archaeological Resource Record database for the region was completed and no known heritage resources have been recorded for the Small Swale site (Stantec 2003). Stantec also completed a high-level review of the study area, concluding that the heritage resource potential for the majority of the Small Swale region is low. The exception to this, is the area near the River, particularly within Section 30-37-04 W3M at the northeast extent of the Small Swale. However, a land location inquiry using the Government of Saskatchewan's Developers' Online Screening Tool (2018) states that the majority of the Small Swale is heritage-sensitive (NE 14 and NW 13-37-05 W3M, Section 24 and E ½ 25-37-04 W3M, W ½ 30-37-04 W3M) and will require further screening by the Heritage Conservation Branch prior to development.

VEGETATION:

Although some areas of the Small Swale are more disturbed than others, Stantec (2013) described all of the Small Swale that was assessed at the time (the north 2/3rds of the swale) as native grassland and wetlands. The remaining area was not assessed in 2013. Based on a review of aerial imagery, combined with a field reconnaissance in October 2018, the unassessed portions of the Small Swale include seasonal wetlands, natural aspen-dominated tree stands, open grassland with high percentages of non-native species including crested wheatgrass, and disturbed areas associated with the Central Avenue Snow Storage Site (see attached Photos).

WILDLIFE AND PLANT HABITAT:

Several species of wildlife and plants have been recorded in the Northeast Swale. The landscape that includes the Northeast Swale and Small Swale has been highly fragmented; however, the Small Swale adds further wildlife and plant habitat and connectivity to the River. Together with the Northeast Swale, South Saskatchewan River, Peggy McKercher Conservation Area, Peturrson's Ravine, Saskatoon Natural Grasslands, Crocus Prairie, Saskatoon Forestry Farm Park & Zoo, and other remnant patches of permanent vegetation cover, the Small Swale adds to the wildlife and plant habitat of the region.

LISTED WILDLIFE AND PLANT SPECIES:

For the purposes of this site management plan, listed species are considered those listed under Schedule 1 of the *Species at Risk Act* (SARA) (Government of Canada 2018). Listed wildlife species also include those ranked as S1 to S2 species by the Saskatchewan Conservation Data Centre (SKCDC), while listed plant species include those ranked as S1 to S3 species by the SKCDC (SKCDC 2018).

The Hunting, Angling, and Biodiversity of Saskatchewan (HABISask) database was reviewed for listed wildlife species that have been observed within 1 km of the Small Swale. Based on a desktop assessment (Saskatchewan Ministry of the Environment 2018) and 2013 field survey results (Stantec 2013), 22 listed species have been recorded as occurring within 1 km of the Small Swale. Within the boundaries of the Small Swale alone, 14 listed species have been recorded (Saskatchewan Ministry of the Environment 2018; Stantec 2013). In 2013, Stantec observed the Northern leopard frog, a federally and provincially protected species, in the Small Swale. Based on the habitat within the Small Swale, other listed species may also occur in the area. Over 28 listed wildlife and plant species have potential to occur in the area, including:

- Barn swallow;
- Blueflag;
- Bobolink;
- Bristle-leaved sedge;
- Common nighthawk;
- Crowe's sedge;
- Crowfoot violet;
- Early cinquefoil;
- Few-flowered aster;
- Hooker's bugseed;
- Horned grebe;
- Loggerhead shrike;
- Menzies' catchfly;
- Monarch butterfly;
- Narrow-leaved water plantain;
- Northern leopard frog;
- Pale moonwort;
- Plains rough fescue;
- Prairie dunewort;
- Pursh's milk-vetch;
- Red bulrush;
- Rocky Mountain sedge;
- Rusty blackbird;
- Short-eared owl;
- Smooth hawk's-beard;
- Striped coral-root;
- Wood lily; and
- Yellow rail.

Additionally, leks or breeding grounds of Saskatchewan's provincial bird, the sharp-tailed grouse have been observed in the northern extent of the Small Swale and in the Northeast Swale. Sharp-tailed grouse leks are protected by a Saskatchewan Activity Restriction Guideline buffer of 400 m from March 15 to May 15 (Government of Saskatchewan 2017).



Meewasin

Saskatchewan Activity Restriction Guideline Buffers:

Crowfoot violet (S3)
Year Round - 30 m

Loggerhead shrike (threatened)
May 1 to Aug. 15 - 400 m

Narrow-leaved water plantain (S3)
Year Round - 30 m

Northern leopard frog
(special concern) - Year Round for breeding ponds - 500 m

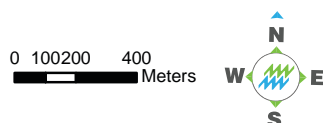
Sharp-tailed grouse lek
Mar. 15 to May 15 - 400 m

Short-eared owl (special concern)
Mar. 25 to Aug. 1 - 500 m

Yellow rail (special concern)
May 1 to July 15 - 350 m

Northeast Saskatoon

Species at risk: SK Activity Restriction Guidelines buffers



Key to Features

Meewasin Northeast Swale

North Commuter Parkway

Saskatoon Freeway

Crowfoot violet

Loggerhead shrike

Narrow-leaved water-plantain

Northern leopard frog occurrences

Sharp-tailed grouse lek

Short-eared owl

Yellow rail

Disclaimer:
This map is for illustrative purposes only. Do not rely on it as being a precise indicator of land-ownership, feature location, nor as a guide to navigation. This map may contain omissions or errors.

Data Sources:
Meewasin Valley Authority, 2017

Projection: NAD 1983 CSRS UTM Zone 13N

© Meewasin Valley Authority
29-OCTOBER-2018

WETLANDS:

The Small Swale is a major wetland complex encompassing approximately 28 wetlands (Stantec 2013). In 2013, nine individual wetlands within the Small Swale were assessed based on functionality and subsequently received a management status of “Preserve”. The Preserve category is for the highest- functioning wetlands. The majority of the wetland area classified based on permanency was categorized as Class III - Seasonal wetlands and Class IV - Semi-permanent wetlands (Stantec 2013).

The City of Saskatoon’s Wetland Policy (C09-041) states that a Wetland Mitigation Plan is required when an Area Concept Plan or Amendment has the potential to impact wetlands identified as “Preserve”, “Manage 1” or “Manage 2”. A Wetland Mitigation Plan may also be required at the discretion of the Planning and Development Branch during any other development proposal that requires City approval, including the development of civic facilities and infrastructure and private or public utilities. According to the Policy, wetland complexes are considered significant and have the highest priority for protection and preservation. The Wetland Policy also states that significant wetland resources should be the primary focus of preservation efforts, while unavoidable impacts to significant wetland resources will require compensatory mitigation.

WEEDS:

During the 2013 vegetation surveys, nine weeds designated as noxious or nuisance species under the *Saskatchewan Weed Control Act* were recorded in the area (Stantec 2013). Noxious weeds observed in the area included absinthe, nodding thistle, Canada thistle, prickly lettuce, and perennial sow thistle. Nuisance weeds observed in the area included quack grass, foxtail barley, common blue lettuce, and common dandelion (Stantec 2013).

STAKEHOLDER CONCERNS:

Although the Roadways and Operations division in the City of Saskatoon is phasing out the use of the Central Avenue Snow Storage Site for materials handling, a snow storage site in the area is very much required, especially with the North Commuter Parkway now open. The P3 Contract associated with the North Commuter Parkway and Chief Mistawasis Bridge allows the P3 partners to utilize the Central Avenue Snow Storage Site for the next 30 years.

The Northeast Swale Watchers believe that the conservation zone of the Northeast Swale should be expanded to include the Small Swale (Northeast Swale Watchers 2015).

The Meewasin Valley Authority has shown interest in managing the Small Swale including completing rare plant surveys and managing invasive species such as European buckthorn.

PAST REPORT RECOMMENDATIONS:

Stantec (2003) recommended the following in *The “Small Swale” Resource Overview Report*:

- Disturbance within Section 30, particularly near the River, should be avoided. This area remains in the most natural state and could serve as a potential environmental reserve, although small in size.

In 2012, Stantec made these general recommendations in regards to the Northeast Swale, and these are applicable to the Small Swale as well:

- Maintain existing terrain. Natural drainage patterns and topography are important components of the natural system and should be restored or rehabilitated should they be modified during development activities.
- Preserve streams, floodplains and wetlands.
- Minimize the creation of hard/impervious surfaces.
- Build in the least sensitive areas.
- Provide buffers or setbacks between the natural area and the adjacent proposed development.
- Direct runoff onto vegetated areas.
- Use appropriate vegetation for reseeding, erosion control, etc.
- Reduce vehicle traffic and speeds through the swale.
- Incorporate stormwater management controls: e.g., retention ponds and infiltration basins prior to release into natural streams, wetlands or lakes.
- Control litter (during and after development).

Stantec (2013) provided several recommendations in the *North Central/North East Natural Area Screening Study* for the City of Saskatoon:

- A specific recommendation of this report was that the hydrological connectivity in the Small Swale and the Northeast Swale should be retained to allow for wetland ecosystem services and other functions. Stantec (2013) included in their recommendation, augment this connectivity through development planning and reclamation of key areas.
- The Small Swale may be suitable for use in stormwater management. However, development of surrounding lands into urban development, despite the use of setbacks and development buffers, may change the hydrology and ultimately the structure and function of these features. If these features are used for stormwater management purposes, additional hydrological and engineering studies should be completed to better understand the functions of these wetlands and creeks so they are able to retain similar levels of function and structure.
- The overall guidance and intent outlined in the *Northeast Swale Development Guidelines* (Stantec 2012) should be used as a starting point for stormwater management planning principles for the Small Swale.
- Additional investigations are needed to better understand the opportunities to use these features and to develop specific recommendations for retaining a natural setting for vegetation and wildlife.
- Range and weed management plans should be developed within the ecological boundaries.
- Consultation with appropriate regulatory authorities over the management of listed wildlife and plant species, such as the northern leopard frog, should occur to develop site-specific recommendations and their integration into the development planning process.

PHOTOGRAPHS OF THE SMALL SWALE - OCTOBER 2018



Photo 1: Looking at the Central Avenue Snow Storage Site signage with the access road, power line, and street sweepings and recycled asphalt product stored in the background.



Photo 2: Looking at the Central Avenue Snow Storage Site where street sweepings and recycled asphalt product are stored in the background before an area of natural trees



Photo 3: Semi-permanent wetland and natural trees adjacent to the Central Avenue Snow Storage Site. Stored material visible in the background.



Photo 4: Looking southwest at native tree stands on the east side of the Central Avenue Snow Storage Site.



Photo 5: Looking southwest at open grassland along the east extent of the Small Swale and Central Avenue Snow Storage Site.

AERIAL PHOTOGRAPHS OF THE SMALL SWALE - 2004 TO 2018



Aerial Photo 1: 2004 – Looking at the southwest extent of the Small Swale, which later became the Central Avenue Snow Storage Site.



Aerial Photo 2: 2007 - Looking southwest at the Small Swale from the South Saskatchewan River. Note the gravel extraction activities in the middle of the Small Swale.



Aerial Photo 3: 2007 – Looking southeast at the Small Swale. A road and storage area at the Central Ave Snow Storage Site are present in this photo. Note the Northeast Swale in the background.



Aerial Photo 4: 2011 – Looking southwest at a portion of the Small Swale. Note the increased disturbance in the Central Ave Snow Storage Site closest to the River.



Aerial Photo 5: 2012 – Looking southwest at the Small Swale. A portion of the Northeast Swale is located in the background to the left.



Aerial Photo 6: March 2013 – Looking southwest at the Central Ave Snow Storage Site.



Aerial Photo 7: April 2013 – Looking west at the Central Ave Snow Storage Site.



Aerial Photo 8: July 2013 – Looking north at the Central Ave Snow Storage Site.



Aerial Photo 9: July 2013 – Looking south at a portion of the Small Swale including the Central Ave Snow Storage Site.



Aerial Photo 10: June 2014 – Looking southwest at a portion of the Small Swale including the Central Ave Snow Storage Site.



Aerial Photo 11: October 2015 – Looking southeast at the Central Ave Snow Storage Site.



Aerial Photo 12: October 2015 - Looking south at a portion of the Small Swale including the Central Ave Snow Storage Site.



Aerial Photo 13: September 2017 - Looking northwest at a portion of the Small Swale including the Central Ave Snow Storage Site and the North Commuter Parkway crossing.



Aerial Photo 14: September 2018 – Looking southwest at the North Commuter Parkway crossing of the Small Swale.



Aerial Photo 15: October 2018 – Looking northwest at the Central Avenue Snow Storage Site and the North Commuter Parkway crossing.

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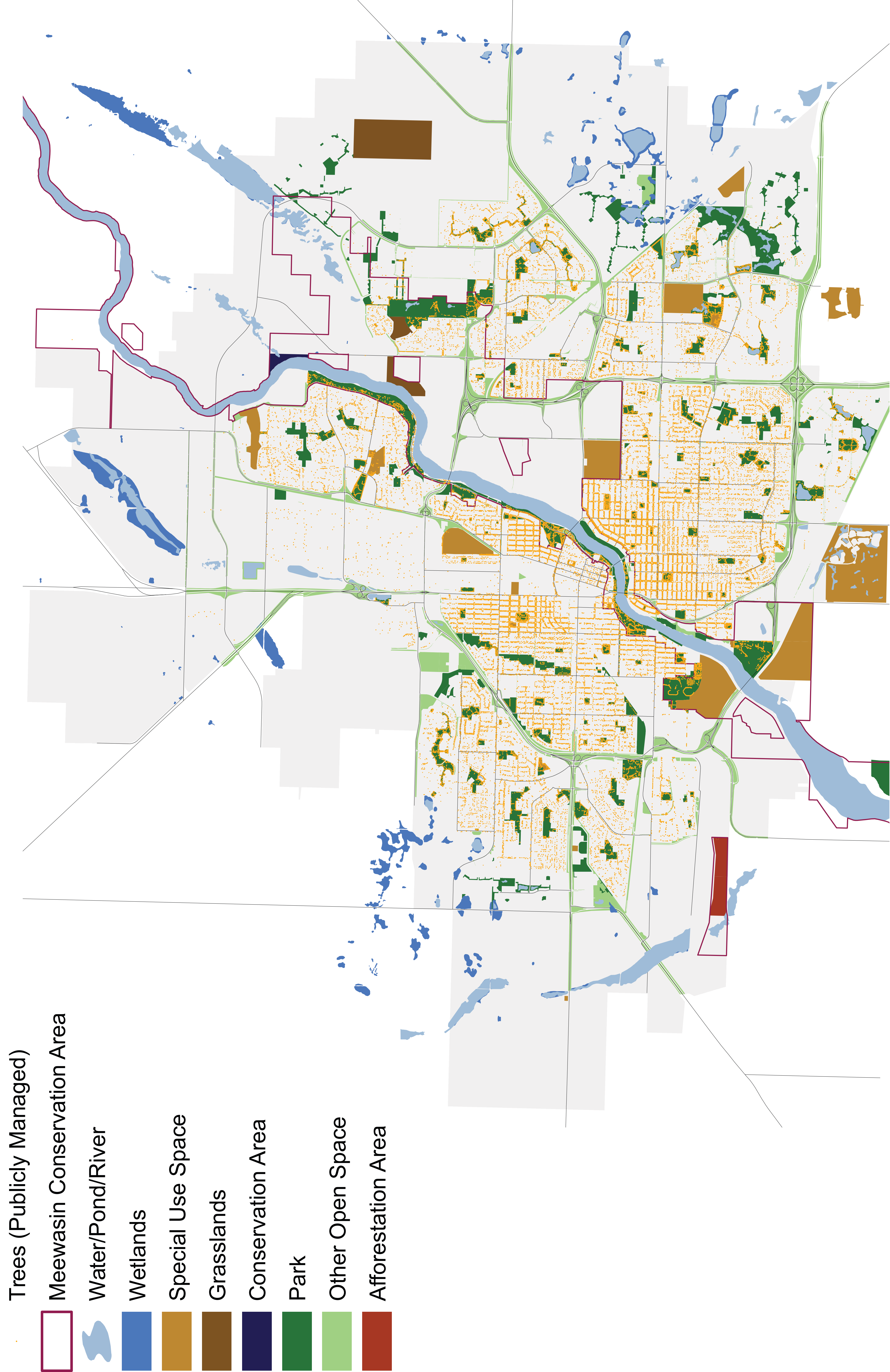
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URBAN FOREST



RIPARIAN FOREST TREES

- Trees in the South Saskatchewan River Valley
- Unique benefits: conserve existing natural features, habitat, ecological services, erosion control and slope stability
- Unique challenges: large area to manage, presence of invasive species such as European Buckthorn, beaver cutting trees, development pressure, unsightly disease such as black knot



ROADWAY SHELTERBELT TREES

- Trees planted along major roadways, such as Circle Drive, and in inter-change greens.
- Unique benefits:
- Unique challenges:



SCHOOL GROUND TREES

- Trees on school property. May have been planted by the former Schools Plant Legacies in Trees (SPLIT) program.
- Unique benefits: Teaching opportunities, creative play, shade, reduce stress
- Unique challenges: limited space, knowledge and cost of maintenance



PUBLIC TREES IN RESIDENTIAL AREAS

- Trees in the right-of-way including median trees, boulevard trees adjacent to the curb, boulevard trees along the back-of-sidewalk, trees in buffers.
- Unique benefits: regulate temperature of streets, reduce wind and dust, traffic calming, street character
- Unique challenges: pests and disease, lack of age diversity leading to simultaneous die-off, soil conditions are often too compact or nutrient/water deficient to support proper growth



PUBLIC TREES IN COMMERCIAL AREAS

- Trees planted on public property in squares and plazas or in amenity strips of the right-of-way in business improvement districts, industrial areas and other commercial areas. These areas have a concentration of business, offices, and cultural venues. High pedestrian traffic in these areas.
- Unique benefits: regulate temperature of streets, reduce wind and dust, traffic calming, street character, increase business traffic
- Unique challenges: pests and disease, limited space, soil conditions are often too compact or nutrient/water deficient to support proper growth



TREES ON PRIVATE PROPERTY

- Trees on residential, commercial, industrial or institutional property.
- Unique benefits: increase property values, shade buildings, conserve energy, block unsightly views
- Unique challenges: limited regulatory tools for managing or protecting private trees, limited knowledge of inventory and cost of maintenance



PARK TREES

- Trees located in City parks (municipal reserve)
- Unique benefits: habitat, park character, creative play, shade, block unsightly views
- Unique challenges: conflict with adjacent land use, rough play, risk to people and trees in high use parks (e.g. festivals), lack of age diversity leading to simultaneous die-off



REMNANT TREE STANDS

- Natural stands of aspen and other species, shelter belts that have been kept and incorporated in to open spaces.
- Unique benefits: conserve existing natural features, habitat, ecological services
- Unique challenges: tend to accumulate wind-blown garbage, can be a site for unlawful activities, presence of invasive species such as European Buckthorn



CIVIC FACILITY TREES

- Trees that are on civic facility sites such as Leisure Centres, Cemeteries, Golf Courses, Libraries, Fire Halls, etc.
- Unique benefits: facility character, shade
- Unique challenges: pests and disease



FRUITING/ORCHARDS/FOOD FOREST TREES

- Trees that produce edible fruit or other food crops and are accessible to the public to harvest and support wildlife.
- Unique benefits: provide fresh local food for the community, support wildlife
- Unique challenges: fallen fruit on sidewalks or other nuisance spots; public eating fruit before ripening, territoriality

Highlight of Planned Official Community Plan Updates

The City of Saskatoon Official Community Plan (OCP) is currently undergoing a redesign and update to align it with the direction of a number of recent initiatives and policies that the City has adopted over the last eight years. This initiatives include the Plan for Growth, Saskatoon Speaks, as well as priorities and directions outlined in the Strategic Plan, among others.

A number of planned updates to the OCP are directly related to the Green Strategy. These include wording to ensure alignment with recent policies, initiatives, and commitments adopted or endorsed by the City of Saskatoon, including the following:

City of Saskatoon Policies or Initiatives

- [C02-036 - Environmental Policy](#);
- [City of Saskatoon Energy & Greenhouse Gas Management Plan](#);
- [City of Saskatoon Strategic Plan 2018 - 2021](#);
- [Saskatoon Waste & Recycling Plan](#);
- [Principles of a High Performance Civic Building Policy](#);
- [City of Saskatoon Recreation & Parks Master Plan](#);
- [City of Saskatoon - Integrated Waste Management Annual Report](#); and
- [The Green Strategy Guiding Principles](#).

Regional Initiatives

- [South Saskatchewan River Watershed Source Water Protection Plan](#); and
- [Saskatoon North Partnership for Growth Regional Plan \(P4G\)](#).

City of Saskatoon Memberships and Commitments

- [Global Covenant of Mayors for Climate & Energy](#) (Committed to the Compact of Mayors agreement on Climate Change in November 2015);
- [Federation of Canadian Municipalities Partners for Climate Protection Program](#) (members since 2004); and
- [The National Zero Waste Council](#) (City Council approved membership in February 2015).

In order to reflect the direction from these items, wording updates or additions regarding the following topics are being considered:

- | | |
|-----------------------------|--------------------------------------|
| • Environmental Leadership | • Integration with Urban Environment |
| • Environmental Stewardship | • Asset Management |
| • Watershed Stewardship | • Integrated Storm Water Management |
| • Water Quality | • Wetland & Conservation Management |
| • Air Quality | |
| • Soil Quality | |

- Conservation of Natural Areas
- Riverbank Stewardship
- Urban Forestry
- Energy Conservation & Efficiency
- Renewable Energy
- Sustainable Buildings
- Waste Diversion
- Climate Change Mitigation and Adaptation
- Community Involvement

Specific wording to align with the Green Strategy and its principles include policy or direction regarding:

- Environmental stewardship, including watershed stewardship;
- Regional partnerships and collaboration on environmental issues;
- Climate change adaptation and mitigation;
- Integration of natural areas into the urban environment and limiting impact of development on natural areas;
- Definition and use of natural assets;
- Definition and use of green infrastructure;
- Management of natural areas and assets as a key strategy;
- Conservation as a strategy, instead of preservation;
- Integration of natural areas into the storm water management and active transportation systems; and
- Environmental Reserve as a tools that could be used to conserve natural areas.



ENGAGE



GREEN STRATEGY

Engagement Update – November 2018

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Options Identification and Selection – Q1 2019 5

Priority Setting – Q1-Q2 2019 5



Engagement Purpose

Engagement Objectives

- To **Inform** the public (including all stakeholders) about the benefits and implications of a Green Network.
- To **Consult** the public (including all stakeholders) to obtain feedback on information included and recommendations made in the Implementation and Action Plans.
- To **Involve** internal stakeholders, external stakeholders and key technical experts in identification of options for consideration in development of the Implementation and Action plans.
- To **Collaborate** with the technical and indigenous advisory groups to identify options and select preferred priorities to include in the Implementation and Action Plans.

What We Asked

Engagement Techniques

The following engagement activities were offered during fall of 2018:

Education Campaign – What does #yxegreenstrategy mean to you?

- Stakeholder Group: Residents, Subject Matter Experts
- Topic of Discussion: Acknowledge and Understand Green Strategy and Guiding Principles
- Date: September to December 2018 (in progress)
- Location: Social media campaign
- Total Comments Received to Date: in progress

Pop-up Events

Saskatchewan Institute of Professional Planners Conference - Northeast Swale Tour

- Stakeholder Group: Subject Matter Experts
- Topic of Discussion: Application of Levels of Protection for Natural Areas
- Date: September 17, 2018
- Location: Northeast Swale
- Feedback Sheets Received: 4

World Rivers Day – Presentation and Activity

- Stakeholder Group: Residents, Subject Matter Experts
- Topic of Discussion: Acknowledge and Understand Green Strategy and Guiding Principles
- Date: September 23, 2018
- Location: Beaver Creek Conservation Area
- Feedback Sheets Received: 4

Planning 442.3 Regional Planning Class - Presentation and Activity

- Stakeholder Group: Students
- Topic of Discussion: Application of Levels of Protection for Natural Areas

- Date: September 26, 2018
- Location: University of Saskatchewan
- Participation Rates: approximately 20

Wicihitowin Aboriginal Engagement Conference – Green Strategy Information Table

- Stakeholder Group: Residents, Subject Matter Experts
- Topic of Discussion: Acknowledge and Understand Green Strategy and Guiding Principles
- Date: October 17-18, 2018
- Location: TCU Place, Saskatoon
- Participation Rates: unknown

Northeast Swale – More than an Urban Park - Panel Presentation

- Stakeholder Group: Residents, Subject Matter Experts
- Topic of Discussion: Acknowledge and Understand Green Strategy and Guiding Principles, Natural Area Standards
- Date: October 30, 2018
- Location: Saskatoon Wildlife Federation, Saskatoon
- Participation Rates: 90 audience members

Green Strategy Workshop #2

- Stakeholder Group: Subject Matter Experts, Internal Technical Experts
- Topic of Discussion: Natural Area Standards and Urban Forest Management
- Date: October 29, 2018
- Location: Francis Morrison Library
- Participation Rates: Afternoon session – 44 participants. Evening session – 14 participants.

How we will use the information

The engagement activities completed to date were designed to seek feedback from participants to inform specific project decisions related to the Green Strategy, Natural Area Standards and Urban Forest Management Plan initiatives. Feedback received from participants to date will help to inform the following decisions:

Green Strategy Decisions:

- Identify opportunities to generate public awareness and facilitate understanding of the Green Strategy and Guiding Principles
- Develop a Vision for the desired state of Green Infrastructure in the City for Implementation and Action Plans
- Establish Baseline Conditions
- Identify and select preferred options to address each Key Finding or group of key findings for inclusion in the Implementation and Action Plans
- Identify and decide which policies and projects to align with Key Principles for inclusion in Implementation and Action Plans.

Natural Area Standards Decisions:

- Develop a definition of natural area
- Determine appropriate criteria for identifying a green space as a natural area.
- Develop a process for determining appropriate boundaries and buffers for natural areas.
- Develop a process to guide how to apply requirements for avoidance, mitigation and compensation where it is anticipated that development will impact natural areas.
- Development of natural area categories and standards for development in and adjacent to natural areas.
- Develop criteria for compatible uses in Natural Areas.

Urban Forest Management Plan Decisions:

- How the community values and interacts (both positively and negatively) with different categories of trees in different situations.
- How the current processes and policies for urban forest management align with community values and interactions.
- Explore opportunities to align Urban Forest Management with community values.

Next Steps

Formal engagement strategies for the Natural Area Standards and Urban Forest Management Plan will be developed in December 2018 to guide engagement activities for these initiatives.

Analysis of the feedback received from each activity is still in progress.

The following engagement activities are proposed for 2019 to inform Green Strategy decisions:

Acknowledge and Understand Strategy and Guiding Principles

- Pop-up Events

Options Identification and Selection


- Internal Technical Advisory Group Meetings
- Internal Stakeholder Small Group Meetings
- Working Group Events

Priority Setting

- Green Strategy Workshop #3
- Nature City Green Strategy Open House Event
- Online Survey
- Technical Advisory Group Meetings

SASKATOON'S GREEN STRATEGY


Social Media Messaging


City of Saskatoon News
 Published by Leighland James [?] · October 23 at 12:00 PM · 🌐

Have you heard about Green Strategy?

All infrastructure needs support from a strong foundation. Saskatoon's Green Strategy is supported by 10 Guiding Principles. Over the coming weeks we will be discussing the principles, and how they will be used to analyze our existing green networks. [#yxeGreenStrategy](#)

For more information on Green Strategy: Saskatoon's Plan for Green Infrastructure, visit: bit.ly/greenstrategy



City of Saskatoon News
 Government Organization

10,292
 People Reached

418
 Engagements


Boost Again

Boosted on Oct 23, 2018
 By Leighland James

People Reached
 6.7K

Post Engagement
 317

View Results







 116

16 Comments 17 Shares

Performance for Your Post

10,292 People Reached

184 Reactions, Comments & Shares ⓘ

111  Like	109 On Post	2 On Shares
1  Love	1 On Post	0 On Shares
8  Haha	8 On Post	0 On Shares
1  Wow	1 On Post	0 On Shares
2  Angry	2 On Post	0 On Shares
44 Comments	36 On Post	8 On Shares
17 Shares	17 On Post	0 On Shares

234 Post Clicks

19 Photo Views	31 Link Clicks	184 Other Clicks ⓘ
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NEGATIVE FEEDBACK

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City of Saskatoon News

Published by Leighland James [?] · September 22 · 🌐

Have you heard about Green Strategy?

Green Strategy is Saskatoon's Plan for Green Infrastructure – a city-wide approach to a sustainable, biodiverse community, one where natural areas and other green, open spaces are considered important infrastructure.

What does #yxeGreenStrategy mean to you?... [See More](#)



City of Saskatoon News

Government Organization

[Learn More](#)

12,406

People Reached

607

Engagements

[Boost Again](#)

Boosted on Sep 28, 2018
By Leighland James

Completed

People Reached

10.1K

Post Engagement

418

[View Results](#)

👍❤️😄 166

11 Comments 25 Shares

Performance for Your Post

12,406 People Reached

233 Reactions, Comments & Shares ⓘ

163

Like

156

On Post

7

On Shares

6

Love

6

On Post

0

On Shares

6

Haha

6

On Post

0

On Shares

1

Angry

1

On Post

0

On Shares

31

Comments

23

On Post

8

On Shares

26

Shares

25

On Post

1

On Shares

374 Post Clicks

49

Photo Views

50

Link Clicks

275

Other Clicks ⓘ

NEGATIVE FEEDBACK

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City of Saskatoon News

Published by Leighland James [?] · October 5 · 🌐

If you wish to drink in some nature on your travels toward the Chief Mistawasis Bridge, you may appreciate that those few seconds of narrowed roadway on the commuter to the bridge helps conserve our fragile Swale resource. [#yxeGreenStrategy](#)

For more information on the Swales visit: bit.ly/NESwale and for Green Strategy: Saskatoon's Plan for Green Infrastructure, visit: bit.ly/greenstrategy



Get More Likes, Comments and Shares

Boost this post for \$150 to reach up to 47,000 people.

9,795

People Reached

1,910

Engagements

Boost Post

👍 31

10 Comments 16 Shares

Performance for Your Post

9,795 People Reached

70 Likes, Comments & Shares ⓘ

34

Likes

32

On Post

2

On Shares

20

Comments

16

On Post

4

On Shares

16

Shares

16

On Post

0

On Shares

1,840 Post Clicks

800

Photo Views

37

Link Clicks

1,003

Other Clicks ⓘ

NEGATIVE FEEDBACK


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3 Hide All Posts

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City of Saskatoon News
Published by Leighland James [?] · November 4 at 12:00 PM ·

On average, 8 trees together remove the total CO2 produced by 1 car in a year. What does [#yxeGreenStrategy](#) mean to you?

For more information on Green Strategy: Saskatoon's Plan for Green Infrastructure, visit: bit.ly/greenstrategy





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 Boost this post for \$150 to reach up to 47,000 people.

5,889
 People Reached

289
 Engagements

Boost Post


 Leighland James, Primeau G Justin and 20 others

6 Comments

13 Shares

Performance for Your Post		
5,889 People Reached		
68 Reactions, Comments & Shares		
35 Like	21 On Post	14 On Shares
4 Love	2 On Post	2 On Shares
1 Wow	1 On Post	0 On Shares
16 Comments	8 On Post	8 On Shares
13 Shares	13 On Post	0 On Shares
221 Post Clicks		
15 Photo Views	9 Link Clicks	197 Other Clicks
NEGATIVE FEEDBACK		
3 Hide Post	0 Hide All Posts	
0 Report as Spam	0 Unlike Page	



City of Saskatoon News

Published by Leighland James [?] · October 3 · 🌐

Saskatoon is a whole lot more connected! The Chief Mistawasis Bridge is open to traffic, so remember the 50km/h speed limit as you take in the natural beauty of our Swales and help prevent wildlife collisions.

[#yxeGreenStrategy](#)

For more information on the Swales visit: bit.ly/NESwale and for Green Strategy: Saskatoon's Plan for Green Infrastructure, visit: bit.ly/greenstrategy



Get More Likes, Comments and Shares

Boost this post for \$150 to reach up to 47,000 people.

13,112

People Reached

4,073

Engagements

Boost Post

👍👎👤 43

26 Comments 33 Shares

👍 Like

💬 Comment

➦ Share



Performance for Your Post

13,112 People Reached

180 Reactions, Comments & Shares ⓘ

75

👍 Like

45

On Post

30

On Shares

1

❤️ Love

1

On Post

0

On Shares

7

😂 Haha

2

On Post

5

On Shares

1

😮 Wow

1

On Post

0

On Shares

2

😡 Angry

1

On Post

1

On Shares

61

Comments

47

On Post

14

On Shares

33

Shares

33

On Post

0

On Shares

3,893 Post Clicks

1,691

Photo Views

58

Link Clicks

2,144

Other Clicks ⓘ

NEGATIVE FEEDBACK

11 Hide Post

1 Hide All Posts

0 Report as Spam

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Reported stats may be delayed from what appears on posts



City of Saskatoon News

Published by Leighland James [?] · September 29 · 🌐

Have you heard about Green Strategy?

Green Strategy a City-wide approach to ensure all residents have access to a network of high quality, multifunctional green spaces. What does [#yxeGreenStrategy](#) mean to you?

For more information on Green Strategy: Saskatoon's Plan for Green Infrastructure, visit: bit.ly/greenstrategy



6,017
People Reached

109
Engagements

[Boost Again](#)

Boosted on Sep 29, 2018
By Leighland James

Completed

People
Reached

3.4K

Post
Engagement

172

[View Results](#)

👍 Genevieve Russell, Badia Al-Alatasi and 50 others

1 Comment 3 Shares

Performance for Your Post

6,017 People Reached

58 Likes, Comments & Shares ⓘ

54 Likes	54 On Post	0 On Shares
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1 Comments	1 On Post	0 On Shares
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3 Shares	3 On Post	0 On Shares
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51 Post Clicks

13 Photo Views	10 Link Clicks	28 Other Clicks ⓘ
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NEGATIVE FEEDBACK

2 Hide Post **0** Hide All Posts

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STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Winchester Port Project – Consulting Services – Award of Request for Proposal

Recommendation of the Committee

1. That the proposal submitted by Computronix (Canada) Ltd. for consulting services to create a web-based interface for POSSE Workflow Application, at an estimated cost of \$142,798 (including applicable taxes), 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 December 4, 2018 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the A/General Manager, Corporate Performance dated December 4, 2018 was considered.

Attachment

December 4, 2018 report of the A/General Manager, Corporate Performance.

Winchester Port Project – Consulting Services - Award of Request for Proposal

Recommendation

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

1. That the proposal submitted by Computronix (Canada) Ltd. for consulting services to create a web-based interface for POSSE Workflow Application, at an estimated cost of \$142,798 (including applicable taxes), 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.

Topic and Purpose

The purpose of this report is to request City Council approval to award the Request for Proposals (RFP) for the Winchester Port project to Computronix (Canada) Ltd.

Report Highlights

1. An RFP was issued for the procurement of consulting services to develop a web based interface for POSSE workflow applications.
2. The RFP was issued on September 20, 2018, on SaskTenders, and closed on October 11, 2018.
3. One proposal was received and the Administration recommends awarding the RFP for the Winchester Port project to Computronix (Canada) Ltd., the Preferred Proponent.

Strategic Goal

This report supports the long-term strategy to ensure that the City of Saskatoon (the City) is leveraging technology and emerging trends to reach its goals, serving citizens and maximizing the use of data and services under the Strategic Goal of Continuous Improvement.

Background

The POSSE product, developed by Computronix (Canada) Ltd., is a technology that allows for the development of customized workflow applications. The City has been using and building on the POSSE platform since 2003. Computronix (Canada) Ltd. is ending support for the existing client in 2019 and moving to a newer, web-based technology.

To continue to receive support from the vendor after 2019, the City also needs to move to the newer client. The newer technology provides a major opportunity for the City to improve efficiencies. In addition, the new client will provide a platform needed to support continued development of online services related to the Building and Development Permit program, addressing industry needs.

The newer technology will also provide a strategic advantage by placing the City in a better position to integrate or replace POSSE workflow applications with an Enterprise Resource Planning (ERP) system in the future.

Report

Award of Request for Proposal (RFP)

In September 2018, an RFP was advertised on the SaskTenders website for POSSE Development and Implementation consulting services. The RFP closed on October 11, 2018.

A proposal was received from one company:

- Computronix (Canada) Ltd. (Edmonton, AB)

The Evaluation Committee consisted of three employees from the Corporate Performance, Information Technology division. The proposals were evaluated according to the following criteria as outlined in the RFP:

- 10 points – Schedule
- 10 points – Completeness and Quality of Proposal
- 20 points – Experience and Qualification
- 20 points – Price
- 40 points – Approach/Methodology

Preferred Proponent

Upon evaluation of the proposal submitted, the Evaluation Committee determined that the proposal submitted by Computronix (Canada) Ltd. met the RFP requirements. The Administration is, therefore, recommending that the City enter into a contract with Computronix (Canada) Ltd. at an estimated cost of \$142,798 for consulting services to develop a web-based interface for the POSSE workflow applications and to provide City employees with the skills to support the new technology moving forward.

Options to the Recommendation

One option is not to move to the new POSSE client and continue to operate with the 'old client'. This is not recommended as the City will gain efficiencies by moving to the newer technology and strategically be in a better position to integrate or replace POSSE workflow applications with an ERP system. This work cannot be performed in-house as the City does not have the required experience nor expertise.

Public and/or Stakeholder Involvement

All the internal users of the POSSE applications will have an opportunity to be engaged and involved in the project.

Communication Plan

A communication plan will be developed at a later stage for internal staff using POSSE applications.

Financial Implications

There is sufficient funding available in Capital Project #1581 POSSE Winchester Migration for the full contract.

The net cost to the City for consulting services as submitted by Computronix (Canada) Ltd. is as follows:

Base Fees	\$142,798
GST	\$ <u>7,140</u>
Sub-Total	\$149,938
GST Rebate	\$ <u>(7,140)</u>
Total Net Cost to the City	<u>\$142,798</u>

Other Considerations/Implications

There is no policy, environmental, privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

None required.

Public Notice

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

Report Approval

Written by: Greg Ives, Project Manager
Reviewed by: Paul Ottmann, Director of Information Technology
Kara Fagnou, Director of Building Standards
Approved by: Dan Willems, A/General Manager, Corporate Performance Dept.

Admin Report - Winchester Port Project – Consulting Services - Award of Request for Proposal.docx



STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Flood Control Strategy

Recommendation of the Committee

1. That the City complete an application for the Government of Canada's Disaster Mitigation and Adaptation Fund program, which if approved, would be utilized for the Flood Control Strategy set out in this report;
2. That the City undertake a nine-year \$54.0 million Flood Control Strategy, subject to approval of Government of Canada funding, as set out in the report of the A/General Manager of Transportation and Utilities;
3. That the Administration proceed with community engagement and subsequent detailed design for a dry storm water retention pond in W.W. Ashley Park to increase capacity for the 1st Street East/Dufferin Avenue area; and
4. That the Administration develop an engagement strategy to follow-up with residents affected by flooding in the last 10 years to ensure an understanding of this proposed Flood Control Strategy.

History

At the December 4, 2018 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the A/General Manager, Transportation and Utilities dated December 4, 2018 was considered.

Your Committee received a presentation from Ms. Laurie Bourgeois and Mr. Michel Thibault along with photos depicting their home during the 2017 flooding.

In addition to the recommendations outlined in the Administration's report, your Committee is also recommending the Administration develop an engagement strategy to follow-up with residents affected by flooding in the last 10 years to ensure an understanding of this proposed Flood Control Strategy.

Your Committee also requested that Administration report further when this matter is before Council on the John A. MacDonald Road and McCully Crescent areas. The following information was provided by the Administration following the meeting.

"Further clarification was requested as to why the Elk Point neighbourhood park was included in the solutions for flood risk areas in Attachment 2 (of the December 4, 2018 report of the A/General Manager, Transportation and Utilities) given that the future Elk Point neighbourhood is in the development stage.



STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

The flood prone intersection at McCully Crescent and John A. MacDonald Road is in the Confederation Park neighbourhood which was developed in the mid-1970s. The new storm water retention pond between Hughes Drive and 33rd Street West serves both the Kensington neighbourhood and the future Elk Point neighbourhood. The solution identified to mitigate flood risk in the McCully /John A. MacDonald area is to add an underground storm water pipe to connect to the new Elk Point storm water retention pond which is less than 500 metres away. Additional technical analysis will be conducted to determine the feasibility of this solution before it is approved.”

Attachment

December 4, 2018 report of the A/General Manager, Transportation and Utilities.
December 4, 2018, 2017 flood photos, from Laurie Bourgeois and Michel Thibault.

Flood Control Strategy

Recommendation

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

1. That the City complete an application for the Government of Canada's Disaster Mitigation and Adaptation Fund program, which if approved, would be utilized for the Flood Control Strategy set out in this report;
2. That the City undertake a nine-year \$54.0 million Flood Control Strategy, subject to approval of Government of Canada funding, as set out in this report; and
3. That the Administration proceed with community engagement and subsequent detailed design for a dry storm water retention pond in W.W. Ashley Park to increase capacity for the 1st Street East/Dufferin Avenue area.

Topic and Purpose

While recognizing that resources are limited, the purpose of this report is to present a strategy to reduce flood risk for a maximum number of properties in a fiscally responsible manner within the available budget, while balancing the need to maintain the integrity and intended use of the park space proposed to be modified as part of the strategy.

Report Highlights

1. The Flood Control Strategy proposes infrastructure projects to reduce flood risk in up to ten flood prone areas through a combination of storm water pipes, dry ponds, and underground storage.
2. Recreational use of parks will be restricted during construction; however, the dry ponds will be designed to accommodate a comparable level and quality of recreation usage within the park when complete.
3. The City has been invited to submit an application to the Government of Canada's Disaster Mitigation and Adaptation Fund (DMAF), based on the City's Expression of Interest (EOI) which requested \$21.6 million for the Flood Control Strategy.
4. If the strategy is approved, next steps include community engagement for utilizing W.W. Ashley Park as a dry pond, detailed design, tendering, and construction in 2019.

Strategic Goals

This report supports the Strategic Goal of Quality of Life as the purpose is to reduce the risk of flooding and related impacts. This report also supports the Strategic Goal of Environmental Leadership by proactively responding to impacts of climate change.

Background

This report addresses the following recommendations regarding flooding from the City Council meeting held on August 28, 2017:

- “6. That the City identify this situation as a further request for Federal Funding;
7. That the Administration report on a funding and infrastructure strategy to systematically deal with the top risk priority areas.”

Report

Flooding has significant financial impacts and other effects on health, safety, and quality of life. In 2014, 30 areas which experienced surface flooding were modelled and prioritized based on risk and impact of flooding but without consideration of the technical feasibility, cost of solutions, or budget. Storm water infrastructure in these areas was constructed based on design standards in place at the time. Two localized intense rainfalls in 2017 caused flooding in several of the flood risk areas, leading to a renewed call to action to make changes to City infrastructure. Based on a survey of property owners and mapping, it is estimated that water entered up to 60 houses or businesses in five flood risk areas during the August 8, 2017 rain event.

A continuum of options have been evaluated to reduce flooding impacts in flood risk areas, with further details on advantages, disadvantages and estimated cost of options provided in Attachment 1.

Flood Control Strategy

The proposed Flood Control Strategy is based on the principles of reducing flood impacts for the maximum number of buildings within the available budget over the next nine years, and maintaining the existing quality and service levels for recreation opportunities in parks where dry storm water retention ponds are constructed. The framework includes the following four phases:

- Phase One: High Level Assessment
 - Assess solution options, impacts and high level costs, including the costs associated with work to re-establish the park space
 - Projects proceed to Phase Two based on prioritization that incorporates an investment cap and a combination of flood risk ratings, cost relative to the number of properties benefitting in a “1-in-10 year” flood, and available budget
- Phase Two: Feasibility Assessment
 - Complete concept design, technical feasibility, and costing
 - City Council to approve projects prior to proceeding to Phase Three
- Phase Three: Detailed Design
 - Public engagement with residents and various park user groups on concept design
 - Detailed design, costing, and construction plan
- Phase Four: Construction
 - Construction tender and award

The following summarizes the completed work for Phases One and Two.

Phase One: High Level Assessment

Several possible solutions including upsized sewer pipes, underground storage, dry ponds, flood walls, redevelopment, and a combination of options were considered for 29 of the 30 areas where surface flooding has impacted buildings. Dry ponds in nearby parks combined with additional pipes and underground storage for a “1-in-10 year” rain event is the most feasible infrastructure option for most areas. Costs range from \$2.1 million to almost \$10.0 million per area, with total estimated costs for 29 areas of \$170.0 million. The estimated cost per modelled property with flood mitigation for buildings in a “1-in-10 year” rain event ranges from approximately \$117,000 to \$1.5 million per property. Attachment 2 provides further information.

Utilizing an investment cap of \$250,000 per property that benefits from flood mitigation in a “1-in-10 year” rain event as a screen will benefit the most number of properties within a total budget of \$54.0 million over nine years. This budget number was selected to balance better flood mitigation and other storm water management operations. The estimated cost per building with flood mitigation in a “1-in-10 year” rain event in combination with the overall flood risk assessment and available budget is proposed to be used to prioritize the areas to advance to Phase Two. This approach is expected to provide flood mitigation for 296 buildings in 10 areas which account for over half of the buildings within 29 areas that are at risk of flooding in a “1-in-10 year” rain event, and reduce the flooding during more severe rainfalls.

Phase Two: Feasibility Assessment

Two flood risk areas were evaluated in more detail to determine the technical feasibility and costs of dry ponds with a layer of underground storage. The table below summarizes the results of the assessment.

Area	Park for Dry Pond	Modelled No. of Buildings with Reduced Flood Risk in a “1-in-10 year” Rain Event	Cost with Layer of Underground Storage	Infrastructure Cost per Property Benefitting
1 st St. E/Dufferin Ave.	W.W. Ashley Park	37	\$5.7 million	\$154,000
Ruth St./Cairns Ave.	Churchill Park	34	\$8.3 million	\$245,000

Although every storm is different, an evaluation of modeling and actual flooding indicates that the proposed infrastructure solutions would most likely have contained the 2017 rain events in these areas. Even with measures to enhance storm water capacity, flood risk will not be eliminated, and intersections and buildings in the lowest lying areas may continue to experience surface flooding during more intense rain events.

Based on the feasibility assessment, the Administration is proposing that the 1st Street East/Dufferin Avenue project proceed to Phase Three, with the intent to initiate construction in 2019, subject to approval of federal funding.

Additional projects to reduce surface and sanitary flood risk will be further assessed for technical feasibility and prioritized for construction based on the approved screening criteria.

Use of Park Space

Nineteen of the 30 flood risk areas have nearby parks that were identified as potential hosts for dry ponds. Consultations with Parks and Recreation and Community Development divisions emphasized the value of quality recreation and green infrastructure offered in the parks. Potential impacts of dry ponds in parks are summarized in the Evaluation of Flood Control Strategy Options 2018 attachment.

Ponds will be designed to maintain sizes for existing sports fields and to drain within 24 hours. Additional underground storage will be considered for each pond based on operational requirements to avoid saturated soil conditions and provide potential irrigation benefits. The ponds will be designed to minimize loss of trees in the parks. Further consultations will help to identify ways to maintain the quality of valued recreation areas and minimize the risk of polarizing neighbourhoods.

Potential Government of Canada Funding

The Government of Canada's DMAF program is aimed at increasing community resilience to extreme weather events. The DMAF pays up to 40% of eligible expenditures which must be a minimum of \$20.0 million and be completed by March 31, 2028. An EOI submitted for the Flood Control Strategy requesting \$21.6 million towards \$54.0 million in eligible infrastructure costs from 2019 to 2028 was deemed by the Government of Canada to qualify for the program, and the City was invited to submit a full project application by January 11, 2019. A decision regarding the funding application is expected in spring 2019.

Next Steps

If the Flood Control Strategy and funding is approved, highlights of next steps include:

- Complete DMAF full application by January 11, 2019.
- Conduct community engagement for design of a dry pond in W.W. Ashley Park.
- Prepare detailed design drawings, tender and construction to increase capacity for 1st Street East/Dufferin Avenue in 2019.
- Complete further evaluation and prioritization of additional projects based on approved criteria, available budget and considering technical viability, social impacts of park use, and roadwork timing.

Options to the Recommendation

Several flood control options are available for consideration with a full evaluation of options and additional cost implications provided in the Evaluation of Flood Control Strategy Options 2018 attachment:

1. Recommend the status quo. Available storm water resources would be directed to the maintenance and preservation of existing storm water assets. Under this option the City would not be able to leverage potential Government of Canada funding for infrastructure and any existing flood risk would continue.

2. Recommend a reduction in the number of infrastructure projects (i.e. five projects over nine years). This option could provide more funding for maintaining and preserving existing assets, but would reduce the amount of funding that may be available from the Government of Canada. Fewer of the projects in the top risk areas would be completed.
3. Recommend a higher maximum investment cap for infrastructure or no cap for screening projects. This option would change the areas that would be mitigated and the total cost. Fewer buildings would benefit from mitigation in a “1-in-10 year” rain event within the available budget and nine-year time frame. The cost of infrastructure per property with flood mitigation in a “1-in-10 year” rain event exceeds \$500,000 in nine areas.

Public and/or Stakeholder Involvement

A community open house held in 2014 with residents in five priority flood risk areas provided feedback on solution options. Several citizens presented to City Council in August 2017 about the impacts of flooding and a desire for increased storm water capacity. Internal engagement and discussions with representatives of some park user groups and a local community association have identified considerations for incorporating dry ponds in parks. If the Flood Control Strategy is approved, stakeholders will be invited to provide additional input as outlined in Attachment 3.

Communication Plan

If City Council approves the recommendation to develop dry ponds in flood-risk areas, local residents, community associations, and other park stakeholders will be informed and invited to provide relevant input on design considerations for each project. Other communication will continue regarding ways for citizens to reduce home flooding risks utilizing lessons learned from the Home Flood Protection Program pilot project.

Financial Implications

The option being recommended is taking into account the limited financial resources available and is an attempt to make prudent decisions on how to spend wisely on these strategic improvements. As these projects are completed, the City could then review the infrastructure generally and perhaps expand the scope of the work.

In 2017, City Council approved a phased conversion from 2019 to 2021 of the temporary Flood Protection Program (FPP) fee to the Storm Water Management fee which is based on the Equivalent Runoff Unit (ERU). Approximately \$5.8 million in expected FPP revenue, after paying the current program deficit, is proposed to be directed to new flood mitigation projects including those to reduce risk of surface flooding. Future projects proposed to mitigate sanitary sewer flooding will be prioritized against surface flood mitigation projects.

The increase in annual revenue from the new ERU rates is estimated to be \$6.9 million by 2022, and approximately \$53.0 million over the next nine years.

Flood Control Strategy

It is proposed that 50% of the ERU revenue increase be used to fund capacity enhancements (\$26.6 million) and 50% be used for other storm water priorities such as maintenance and asset preservation. No new funding is required if the DMAF application is successful.

If the DMAF application is not approved by the Government of Canada, other options such as completing the strategy over a longer time period, other potential funding sources, or other budget adjustments will be presented in spring 2019.

The following table shows the Flood Control Strategy budget, with Saskatoon Water's budget flowing through Capital Project #1619 - TU-Storm Sewer Trunk and Collection, from 2019 to 2027.

Proposed Funding in Millions										
	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
FPP Funding	\$2.8	\$2.0	\$1.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5.8
50% of Increase in ERU	\$0.8	\$1.6	\$2.6	\$3.5	\$3.5	\$ 3.6	\$3.6	\$3.7	\$3.7	\$26.6
Storm Water Utility Total	\$3.6	\$3.6	\$3.6	\$3.5	\$3.5	\$ 3.6	\$3.6	\$3.7	\$3.7	\$32.4
Proposed Federal DMAF	\$2.4	\$2.5	\$2.4	\$2.3	\$2.3	\$ 2.4	\$2.4	\$2.4	\$2.5	\$21.6
Total	\$6.0	\$6.1	\$6.0	\$5.8	\$5.9	\$ 5.9	\$6.0	\$6.1	\$6.2	\$54.0

Environmental Implications

The proposed strategy supports climate adaptation measures to mitigate flood damage associated with longer term potential climate change impacts including more frequent and intense rainfall events. Storm water infrastructure options are expected to generate some greenhouse gas emissions resulting from construction-related activities; however, the overall impact on greenhouse gas emissions has not yet been quantified.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Further reporting is planned as follows:

- Spring 2019 – Results of additional community engagement, and any significant changes to the proposed design for the dry pond in W.W. Ashley Park.
- Spring 2019 – Government of Canada decision about the application for the DMAF funding.
- Fall 2019 – Results of additional feasibility assessments and recommendations for advancing the next projects for approval.

Public Notice

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

Attachments

1. Evaluation of Flood Control Strategy Options 2018

2. Flood Control Strategy Summary
3. Engagement Overview

Report Approval

Written by: Angela Schmidt, Acting Manager, Storm Water Utility
Reviewed by: Reid Corbett, Director of Saskatoon Water
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

Admin Report – Flood Control Strategy



Storm Water Management

Evaluation of Flood Control Strategy Options 2018

Saskatoon Water
Transportation & Utilities Department





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1.0 Introduction

Several areas in Saskatoon have experienced frequent flooding. The 2014 Surface Flood Control Strategy prioritized 30 areas which had experienced flooding, including 29 areas where buildings had flooded. Although several measures already have been undertaken to reduce flooding, a more comprehensive strategy may be needed. The purpose of this document is to present and evaluate various infrastructure, policy, and program options to address the City of Saskatoon's approach, or approaches, to flood control.

First, the document addresses various infrastructure options. The options range from maintaining the status quo to more substantial reform of the way the City of Saskatoon (City) approaches flood control. Second, a number of policy options are presented for the specific infrastructure projects that would be prioritized. Third, the document evaluates a program option to offer a grant for flood control measures on private property that could be implemented either on its own, or in tandem with any of the infrastructure options.

The evaluation of the various options considers the following principles:

- Community Benefit – Does the proposed option provide an effective flood mitigation solution? Does the proposed option provide benefits that extend to the entire community or to a select number of households or parts of the community? Does it provide long-term quality of park space and access to recreational programming?
- Financial Benefit – Does the proposed option exceed long-run budgetary constraints? Does it produce a minimal or significant fiscal burden on the City and its ratepayers?
- Environmental Benefit – How well does the proposed option support adaptation to climate change? What are the environmental impacts?
- Technical Feasibility – From an engineering perspective, how difficult is the proposed option to implement?

Given these principles and the evaluation of each of the options, the Administration is recommending the implementation of Infrastructure Option 2, "Storm Water Directed to Dry Storm Water Retention Ponds in Parks" in areas where feasible. Dry ponds provide an effective flood mitigation solution that is technically feasible for several areas, can be designed to maintain long-term recreational programming in park space, are less expensive than some other infrastructure options, and support the City's adaptation to climate change. A policy option of prioritizing infrastructure projects based on a cap of \$250,000 per building with flood mitigation in a "1-in-10 year" rain event is recommended to provide flood mitigation benefits to the most number of properties in the shortest time within the fiscal constraints. The standard for a "1-in-10 year" rain event is a lower standard than for new neighbourhoods. Infrastructure to contain more severe rain events would cost significantly more and in some areas would not be technically feasible. A different standard would be considered on a case-by-case basis.

The infrastructure solutions will take several years to implement, not all areas that are at risk of flooding will have infrastructure solutions constructed over the next nine years, and properties will still be at risk of flooding in more intense rain events.



2.0 Infrastructure Flood Control Strategy Options

The following analysis provides the advantages and disadvantages of maintaining the status quo and of implementing five infrastructure flood mitigation options.

2.1 Option 1: Status Quo

This option maintains the City of Saskatoon's current approach to flood control. Several flood mitigation measures have been implemented in areas that experience flooding, such as installing upstream orifice controls, adding pipe lining to improve performance (e.g. 14th street storm water trunk), cleaning storm water pipes to ensure optimal performance, and offering a subsidized home inspection program to inform homeowners about actions they can take to reduce the impacts of flooding. A significant investment has also been made in installing superpipes in several areas that experienced sanitary sewer back-ups during severe rain events.

The status quo option would focus on maintaining the storm water infrastructure throughout the City, investing in asset preservation with an objective of achieving lowest life cycle costs, and communicating to increase awareness among homeowners on measures they can take to make their properties more flood resilient.

Advantages

- Storm water management charges are invested in other priority areas for maintenance and asset preservation for lowest life cycle costing in all areas of the city.

Disadvantages

- Citizens, businesses, motorists, insurance companies, other levels of government, and the City will continue to experience the potential financial and non-financial impacts of flooding in some areas.

Other Considerations

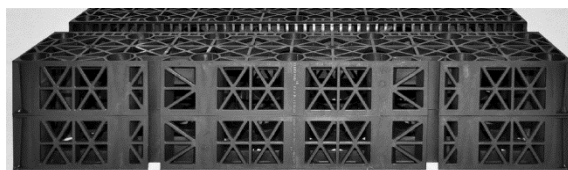
- Neighbourhoods and individual properties have been developed to standards at the time of construction. The legal framework does not require municipalities to make upgrades to meet to new standards.
- Over the last few years, there are examples of legal action against Canadian municipalities because of flood damage.

2.2 Option 2: Storm Water Directed to Dry Storm Water Detention Ponds in Parks

This option proposes to direct storm water to dry ponds during intense rain events. The dry ponds would be designed to drain within a few hours after a rain event and would not normally retain water. Several cities that have experienced surface flooding in older developed areas, including Edmonton and Calgary, have constructed dry storm water retention ponds in neighbourhood parks.



*Dry Storm Water Retention Pond in Osler, SK.
Source: City of Saskatoon*



*Example of a layer of underground storage.
Source: Permavoid)*

Advantages

- Modelling and experience of other cities show that dry ponds can be effective in reducing flooding during intense rain events.
- Consultations with area residents in 2014 about flood solution options indicated general support for dry ponds.
- Dry ponds can be designed to drain quickly to minimize downtime of sports fields after rain events. Inclusion of a layer of underground water storage further contributes to minimizing wet pond bottoms.
- Funding could be leveraged from the Government of Canada for eligible design and construction costs, if the funding application is approved.
- Spectator seating within the slope will be further assessed.
- Dry storm water ponds offer opportunities for recreation in winter.
- Provides an opportunity to revitalize existing parks.

Disadvantages

- Infrastructure can reduce but not eliminate flood risk so other measures by property owners must complement investments by the City.
- Existing above and below ground infrastructure and topography add complexity and contribute to high costs to direct run-off to new dry ponds in developed areas.
- Construction will disrupt recreational programming of sports fields for one to two years depending on the timing and successful re-establishment of the turf. Parks have multi-use sports fields that are used by schools and sports teams.
- Recreation programming revenues could decrease.
- Other usage such as community gardens may be disrupted.
- Pond bottoms could be wet and soft after intense storms, which could delay the provision of mowing services, reducing field quality and the number of days when sports fields are available. A layer of underground storage will minimize this issue.
- Pond construction may impact root zones of park trees.
- A layer of underground storage will require specialized maintenance which will add to annual maintenance costs. Grass slopes associated with dry ponds also are more difficult to maintain.
- Some previous changes to City parks have generated controversy.



2.3 Option 3: Storm Water Directed to Underground Storm Water Detention

This option proposes to use underground storm water detention structures to attenuate peak storm water flows. Several options for underground storm water storage detention, such as concrete vaults, corrugated metal pipes or plastic pipes, are available. Storm Water run-off directed to underground storage is slowly released when storm pipe capacity is available.



Stormwater Detention System during Installation beneath a Parking Lot. Source: Wikipedia



Underground Storm Water Detention. Source: Stormtrap

Advantages

- Park space with underground storage could be reconstructed to be similar to preconstruction, so disruption to recreational programming after rain events would be minimal.
- Other advantages are similar to those for dry ponds in parks.

Disadvantages

- The incremental capital cost of underground storage relative to a dry pond without any storage is approximately \$335 per cubic metre (e.g. approximately \$5.4 million in incremental costs to store 16,000 cubic metres of storm water under W.W. Ashely Park which would be more than double the cost of a dry storm water pond without any underground storage.)
- Use of the parks including the sports fields will be disrupted for the year of construction and an additional year to re-establish the turf.
- Ongoing maintenance requires access to the underground storage and maintenance costs are high.
- Due to available elevations, a gravity system may not be possible for the outfall and a pumping solution may be required which will require additional capital and ongoing maintenance costs.

2.4 Option 4: Storm Water Pipes

This option proposes to use large diameter trunks from areas experiencing flooding to the river for some flood risk areas if feasible. The pipes could be directionally drilled (tunneled) or placed underground through open trenching from the flood areas to the river.



Advantages

- In some circumstances, pipes may be an effective option to convey storm water to the river (e.g. 24th Street/3rd Avenue area).
- Consultations with area residents in 2014 about flood solution options indicated general support for large underground pipes.

Disadvantages

- Existing infrastructure and topography provides significant technical challenges and limitations to installing underground pipes through developed areas.
- The very large diameter pipe necessary to convey storm water during intense rainfalls means that the cost of this option is very high. The estimated cost of a directionally drilled 3,100 mm diameter pipe that could increase flood mitigation for approximately 200 properties (1-in-10 year rain event) in eight areas is up to \$50 million. Open trenching would be more expensive because of the roadwork that would be required. To be effective, the full project must be completed at once rather than completed in incremental steps, requiring all funding upfront.
- This option likely would require financing which would further add to the cost.
- This option would require an alternative funding strategy.
- This option has a higher degree of risk with a trenchless construction method of this size.

2.5 Option 5: Flood Walls and Barriers

This option proposes to erect concrete or brick flood walls around flood areas. Many temporary flood wall options, such as sandbags and inflatable polypropylene, are also available for individual properties.



Flood Wall. Source: www.floodsafeprojects.co.uk

Advantages

- Flood walls are a relatively low cost option that reduce flooding in certain areas.

Disadvantages

- Permanent flood walls for most of the areas would not be effective unless the properties were to be enclosed and waterproof gates installed to allow access.
- Permanent flood walls may have detrimental effects on the aesthetics of a neighbourhood, and potentially on property values.
- Intense rain events that cause surface flooding often are not forecast and happen so quickly that often there is no time to put up temporary flood walls.
- Consultations with area residents in 2014 about flood solution options indicated lack of support for flood walls.
- Residents noted difficulty in storing temporary flood walls.

2.6 Option 6: Redevelop Flood-Risk Areas

This option involves purchasing properties that frequently flood and redeveloping the properties into storm water dry ponds and public areas or reconstructing more flood resilient landscaping and buildings.



Advantages

- An option to purchase properties and redevelop the area will reduce future property damage in those areas.
- If several adjacent homes were to be redeveloped as park space, the additional green space could benefit the neighbourhoods.
- Although the cost per property is high, this may be a lower overall cost option in some areas where there are very few properties that experience flooding and where other infrastructure options are not feasible, and is an option that could be considered in the future.
- In some situations it may be possible to achieve a higher service level with standards for greater than a 1-in-10 year rain event.

Disadvantages

- This option could benefit individual property owners who would like to sell their properties but the option may not provide benefits for the broader area unless several contiguous properties were to be redeveloped.
- Decisions about properties to be redeveloped could be controversial. Some homeowners may not want to sell if they have made significant investments to make their properties flood resilient or they prefer not to sell for other reasons. Expropriation may be required if a decision were made to redevelop an area, and would be controversial.
- This option is very expensive for most areas. The average cost to purchase residential properties exceeds \$340,500 (2017). Additional costs would be required for redevelopment and for ongoing maintenance.

3.0 Policy Options for Infrastructure Projects

If City Council approves advancing an infrastructure strategy, options are available for screening projects for areas at risk of flooding. Toronto, for instance, has a maximum cap of \$32,000 per property benefitting from storm water infrastructure projects. The following section provides options for caps in Saskatoon based on investment cost per property benefitting during a “1-10 Year” rain event.

3.1 \$250,000 Cap on Cost per Property Benefitting in a “1-in-10 Year” Rain Event

Under this option, infrastructure projects for up to 10 flood risk areas are expected to be completed over nine years with an estimated cost of \$54.0 million.

Advantages

- Increased flood mitigation of an estimated 296 properties (over half of the properties in the 30 areas with frequent flooding) in a 1-in-10 year rain event and reduction of flooding in more severe rain events.
- Will benefit motorists and other travellers due to less street flooding.
- Could be funded within the previously approved storm water fee increases if the application for \$21.6 million in Government of Canada funding is approved.

Disadvantages

- High risk of flooding will continue for areas where infrastructure projects do not meet the screening cap.
- Will reduce future funding increases for maintenance and asset preservation projects.



3.2 Lower Cap on Cost per Property Benefitting in a “1-in-10 Year” Rain Event

Under this option, fewer infrastructure projects would be completed. For instance, four areas are expected to cost less than \$175,000 per property benefitting and eight less than \$200,000 per property benefitting in a “1-in-10 Year” rain event.

Advantages

- If the five projects with the lowest cost per property benefitting are completed, 176 properties (one third of modelled at risk properties) will benefit at a total cost of \$29.5 million.
- Will benefit motorists and other travellers due to less street flooding.
- Could provide more funding for additional maintenance and preservation for existing storm water assets.
- Could be funded within the previously approved storm water fee increases, if the application for Government of Canada funding is not approved.
- Could leverage Government of Canada funding if approved.

Disadvantages

- High risk of flooding will continue for areas where infrastructure projects do not meet the screening cap.
- Fewer projects will be completed and fewer properties will benefit.
- The amount of Government of Canada funding leveraged will be less.

3.3 Higher or No Cap on Cost per Property Benefitting in a “1-in-10 Year” Rain Event

Under this option, projects would be implemented for areas based only on flood risk without consideration of cost. The five areas with the highest rating for flood risk would be completed first, with an estimated cost of \$36.5 million. The estimated cost to construct infrastructure in 29 areas is \$170 million to mitigate properties for a “1-in-10” year rain event.

Advantages

- Mitigation for an estimated 176 properties in the five areas that are rated the highest for risk, and flood mitigation of up to 526 properties in 29 areas when the option is fully implemented.

Disadvantages

- High costs for some infrastructure projects would mean that a lower number of properties would be mitigated within the available budget over the next nine years.
- The cost for infrastructure solutions exceeds \$500,000 per property mitigated in nine of 29 areas. In these areas, redevelopment may be a more cost effective option.
- An alternative funding strategy would be required to fund all projects, which could mean further increases to storm water management fees or other reductions to expected maintenance and asset preservation.
- Solutions for areas where parks are not nearby will have added technical challenges.



4.0 Program Option: Grant Strategy for Private Property

An option is to assist property owners to invest in flood resistant and resiliency measures on their own properties through cost-sharing. Citizens can take actions inside (e.g. repairing cracks in walls) and outside (e.g. window wells, grading, waterproof windows) to flood proof their properties. The research conducted by the University of Waterloo as part of the Home Flood Protection Program determined that for a significant proportion of citizens, cost was a barrier to making their homes more flood resilient.



Window Well. Source: JDM Construction

Advantages

- Measures to make private properties more flood resilient can be done relatively quickly compared to the time required to complete infrastructure projects in the prioritized areas which have experienced flooding.
- The cost to mitigate houses through private property measures is significantly lower than the cost to implement infrastructure projects in areas with flooding.
- Flood mitigation measures on private property do not interrupt recreational activities and use of park space.
- The risk of damage decreases for citizens who take actions to make their properties more flood resilient.
- This option could be combined with other options to achieve a more comprehensive strategy. Homes could be made more resilient to impacts of greater than 1-in-10 year rain events.

Disadvantages

- Not all citizens at risk of flooding will take advantage of grant programs and risk for these properties will continue. Program take-up will vary depending on the eligible expenses, the percentage of cost covered, and the maximum value of the grant.
- Flood mitigation measures require maintenance by property owners to retain effectiveness.
- Grant programs can be controversial because public resources are transferred directly to individuals.
- A grant program could be considered as unfair for citizens who do not meet the eligible criteria including those who will not be subsidized for investments made to flood-proof their properties prior to the program.
- Grant programs can lead to increases in prices as suppliers respond to non-market forces.
- A grant program without other improvements is not likely to meet expectations of citizens who have experienced frequent flooding and have taken various measures to flood proof their properties.
- Grant programs offered by other municipalities are limited to very specific measures which mostly address sanitary sewer backups, so evaluations of broad-based flood control grant programs are not available for review.
- Funding from the Government of Canada cannot be leveraged for a grant strategy.
- Additional resources would be required to administer the program.



5.0 Costs for Storm Water Infrastructure Policy Options

The option chosen for a cap on investment per property mitigated will impact the areas that would be mitigated and the total cost. The table below provides the estimated costs for the continuum of options ranging from no infrastructure projects to 29 infrastructure projects. If the application for Government of Canada funding of 40% is approved for ten areas over nine years, the cost to the City is estimated to be \$32.4 million (highlighted in the table below). The table is based on the assumption that 40% Government of Canada funding would be available for all options.

Estimated Costs for Storm Water Infrastructure Policy Options "1-in-10 Year" Rain Event					
Infrastructure Projects with Underground Storage	# of areas	# of Properties Mitigated	No Federal Funding (Total Cost)	City Cost with 40% Federal Funding	40% Federal Funding
No Infrastructure Projects	0	0	\$ -	\$ -	\$ -
5 Infrastructure Projects based on Lowest cost per property	5	176	\$ 29,500,000	\$ 17,700,000	\$ 11,800,000
5 Infrastructure Projects - No Cap: Highest Risk Areas	5	176	\$ 36,500,000	\$ 21,900,000	\$ 14,600,000
10 Infrastructure Projects with \$250K Cap	10	296	\$ 54,000,000	\$ 32,400,000	\$ 21,600,000
29 Infrastructure Projects with No Cap	29	526	\$ 170,000,000	\$ 102,000,000	\$ 68,000,000

6.0 Conclusion

A dry storm water pond with a layer of underground storage is the recommended infrastructure solution in situations where parks are close to areas that experience frequent flooding, with a cap of \$250,000 per property mitigated during a 1-in-10 year rain event. Other options will be considered for areas where dry pond solutions are not feasible. The projects proposed to proceed to further evaluation and possible construction will be based on the flood risk, and the mitigation of as many properties as possible within the available budget. Design standards will aim to maintain the quality of the parks and the recreational programming in the parks with dry ponds.



Flood Control Strategy Summary

Introduction

Flooding during intense rainfalls has been a challenge in some older neighbourhoods in Saskatoon that were developed with storm water infrastructure based on design standards at the time they were constructed. With climate change, severe rain events may increase in frequency and intensity. In 2014, the Surface Flood Control Strategy Report ranked 30 areas that were prone to surface flooding and provided high level conceptual options and costs for flood mitigation for the top three zones. Rain events on July 10, 2017 and August 8, 2017 again brought flooding to the forefront and City Council directed the Storm Water Utility to develop an infrastructure strategy and identify funding for flood mitigation projects.

Flood Control Infrastructure Strategy Framework

A Flood Control Infrastructure Strategy Framework is proposed that includes the following four phases:

- Phase One: High Level Assessment
 - Assess solution options, impacts and high level costs, including the costs associated with work to re-establish the park space
 - Projects proceed to Phase Two based on prioritization that incorporates an investment cap and a combination of flood risk ratings, cost relative to the number of properties benefitting in a “1-in-10 year” flood, and available budget
- Phase Two: Feasibility Assessment
 - Complete concept design, technical feasibility, and costing
 - City Council to approve projects prior to proceeding to Phase Three.
- Phase Three: Detailed Design
 - Public engagement with residents and various park user groups on concept design
 - Detailed design, costing, and construction plan
- Phase Four: Construction
 - Construction tender and award

Phase One: High Level Assessment

High level assessments of conceptual solutions and costs were completed for 29 of the 30 areas where surface flooding has impacted buildings. Dry ponds in the nearest park are the most feasible infrastructure option for most areas. Costs were identified for dry ponds with and without a layer of underground storage. A layer of underground storage in conjunction with dry ponds is the proposed option to maximize continued recreational programming in the parks, and will add an estimated \$200,000 to \$1.4 million to the cost of each dry pond.

The analysis determined the zones that most likely provide the best value for making capital investments based on the available budget. Ten flood areas with an estimated capital cost of less than \$250,000 per property have been proposed to move to Phase Two for feasibility assessment. The high level estimation of cost per property benefitting in combination with the overall flood risk assessment and available budget will be used to prioritize the areas to advance to Phase Two. This approach will allow the City to



Flood Control Strategy Summary

reduce the flood risk for the greatest number of properties in the shortest time within a limited available budget.

The total estimated budget based on the conceptual design for ten areas is \$54.0 million, which will mitigate the flood risk for approximately 296 buildings in up to a “1-in-10 year” rain event, reduce the amount of flooding in larger rain events, and reduce flooding of streets. Other areas at risk of surface or sanitary flooding may be added for further assessment and prioritization if they are expected to reduce more flood damage relative to the investment required.

Appendix One, Areas Based on Risk and Conceptual Cost per Property Benefitting, provides a list of the areas prone to flooding. The top ten areas have a cost per property benefitting of less than the \$250,000 proposed cap. The conceptual costs include a layer of underground storage along the bottom of dry ponds, which adds an estimated average cost of \$1.2 million to each project with a dry pond.

Phase Two – Feasibility Assessment

Two priority ranked surface flood zones from the 2014 Surface Flood Control Strategy Report, Ruth Street\Cairns Avenue and 1st Street East\Dufferin Avenue, were modelled and assessed in detail. Conceptual designs consisting of storm pipes to convey water from the low-lying flooded intersections to nearby parks where a dry pond, underground storage, or a combination of both were assessed for technical feasibility and costs. The options with underground storage provide a higher level of service to the usable park space for sports fields and programming. One layer of underground storage is proposed given the sensitivity of park space in these neighbourhoods and the level of service it will provide for drainage.

The 1st Street East\Dufferin Avenue location is proposed to move to further detailed design including additional stakeholder and community engagement regarding the affected park space, and to tendering and construction in 2019. Figure One, “1st Street East\Dufferin Avenue “1-in-10 Year” Rain Solution Conditions”, shows the proposed storm water pipes and dry pond for the area.

Feasibility assessments of conceptual designs for other areas will be started in early 2019, starting with the other areas that were prioritized from three to ten during Phase One, with the analysis of at least two areas to be completed annually.



Flood Control Strategy Summary

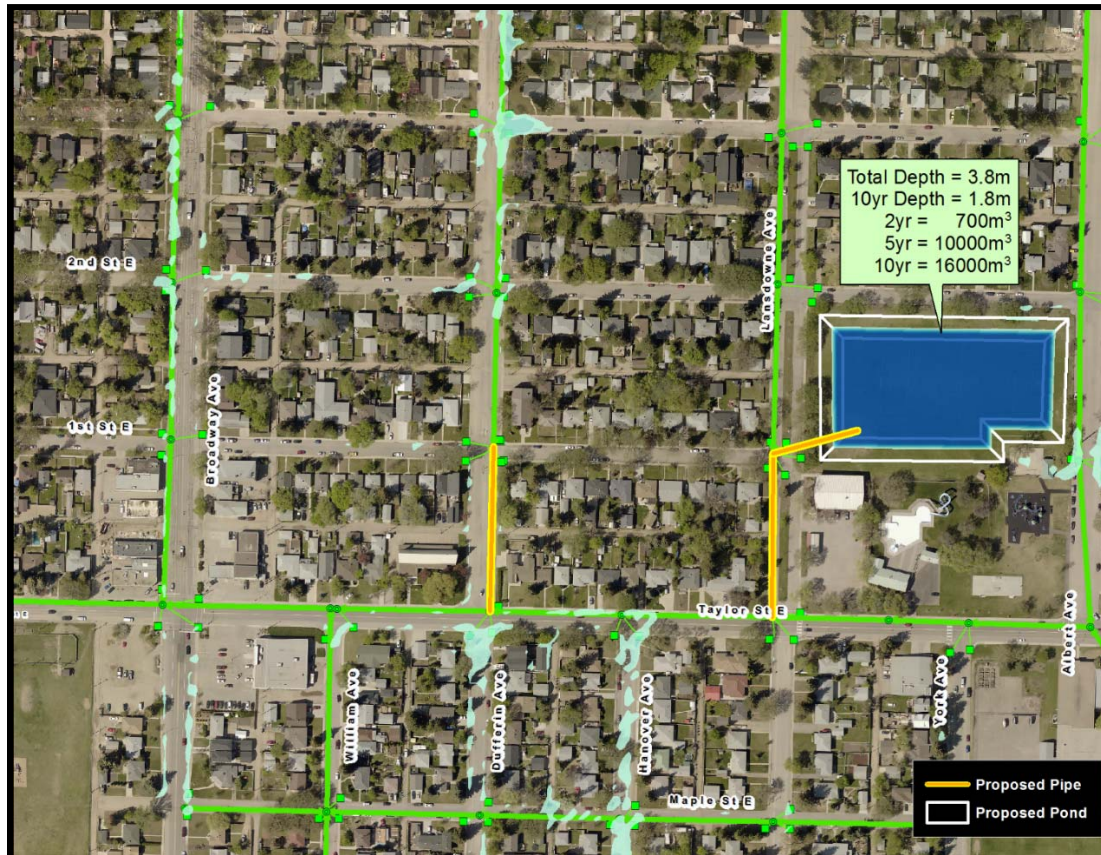


Figure 1: 1st Street East/Dufferin Avenue “1-in-10 Year” Rain Solution Conditions

Funding Strategy

The Government of Canada’s Disaster Mitigation and Adaptation Fund (DMAF) was introduced in 2018 to increase community resilience to natural hazards and extreme weather events. The DMAF pays up to 40% of eligible expenditures including design and construction costs for projects completed by March 31, 2028. An Expression of Interest submitted for the Flood Control Strategy requested \$21.6 million in funding from April 2019 to March 2028. The City has been invited to submit a full application for the project by January 11, 2019.

In 2017, City Council approved a phased conversion from 2019 to 2021 of the temporary Flood Protection Program (FPP) fee to the Storm Water Management fee which is based on the Equivalent Runoff Unit (ERU). Approximately \$5.8 million is expected in FPP revenue from 2019 to 2021 which is proposed to be directed to flood control projects.

The ERU rate will increase by \$13.50 annually from \$52.80 in 2018 to \$106.80 in 2022. Single family residential properties pay one ERU annually, and commercial properties pay a minimum of two ERUs and a maximum of 100 ERUs. The increase in annual revenue from the new ERU rates will be \$6.9 million by 2022, and an estimated \$53.2 million over the next nine years. The Flood Control Strategy budget incorporates



Flood Control Strategy Summary

50% of the increase in the ERU revenue, \$26.6 million, over nine years, while 50% of the revenue increase will be directed to maintenance and asset preservation.

The following table shows the Flood Control Strategy budget from 2019 to 2027.

Proposed Funding in Millions										
	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
FPP Funding	\$ 2.8	\$ 2.0	\$ 1.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5.8
50% of Increase in ERU	\$ 0.8	\$ 1.7	\$ 2.6	\$ 3.5	\$ 3.5	\$ 3.6	\$ 3.6	\$ 3.7	\$ 3.7	\$26.6
Storm Water Utility Total	\$ 3.6	\$ 3.7	\$ 3.6	\$ 3.5	\$ 3.5	\$ 3.6	\$ 3.6	\$ 3.7	\$ 3.7	\$32.4
Proposed Federal DMAF	\$ 2.4	\$ 2.5	\$ 2.4	\$ 2.3	\$ 2.3	\$ 2.4	\$ 2.4	\$ 2.4	\$ 2.5	\$21.6
Total	\$ 6.0	\$ 6.1	\$ 6.0	\$ 5.8	\$ 5.9	\$ 5.9	\$ 6.0	\$ 6.1	\$ 6.2	\$54.0

Next Steps

If City Council approves the project, additional community engagement and more detailed design for 1st Street East\Dufferin Avenue will start in early 2019.

The full application for DMAF funding will be submitted by January 11, 2019. A decision by the Government of Canada on the funding application is expected in spring 2019.

If the DMAF application is approved, the strategy will move forward based on consideration of risk assessment, the cost per property benefitting within the available budget with a project for flood control advancing each year between 2019 and 2027. The nine-year strategy will be completed by March 31, 2028.

If the DMAF application is not approved, a report will be prepared for City Council outlining other options for proceeding which may include completing the strategy over a longer time period, other potential funding sources, or other budget adjustments.

Conclusion

Even with measures to add storm water capacity, flood risk will not be eliminated. The infrastructure strategy will take several years to complete, and in the meantime, existing flood risk will continue in those areas where infrastructure is not constructed. In extreme rain events, intersections and buildings in the lowest lying areas may continue to experience flooding even with infrastructure projects.

To further increase flood resiliency, capital intensive infrastructure must be supplemented with ongoing City maintenance programs, communication about flood risk, and actions by homeowners to make their properties more resistant and resilient to flooding.



Flood Control Strategy Summary

Appendix One: Areas Based on Risk and Conceptual Cost per Property Benefitting (Including a layer of underground storage where applicable)

Flood Risk Area	Cost (Millions)	Buildings Mitigated In 1-in-10 Year Rain	Infrastructure Cost per Property Benefitting	Park With Dry Pond
1 st Street E \ Dufferin	\$ 5.7M	37	\$ 154,000	WW Ashley
Ruth \ Cairns	\$ 8.3M	34	\$ 245,000	Churchill
Cascade \ Dufferin	\$ 7.7M	40	\$ 193,000	Weaver
Early Drive \ Tucker	\$ 7.8M	45	\$ 174,000	Brevoort S
24 th Street \ 3 rd Avenue	\$ 8.3M	48	\$ 173,000	N/A
Main Street \ Cumberland	\$ 3.2M	18	\$ 178,000	Cumberland
John A MacDonald \ McCully	\$ 4.4M	25	\$ 178,000	Elk Point
14 th Street \ Cumberland	\$ 3.2M	21	\$ 154,000	N/A
21 st Street & Avenue W	\$ 3.2M	18	\$ 179,000	Cahill
Ruth & /York	\$ 2.1M	10	\$ 208,000	Churchill
7 th Street \ Cairns	\$ 7.0M	10	\$ 349,000	Wiggins
Centennial \ Dickey	\$ 9.6M	23	\$ 418,000	Pacific
Meighen Crescent	\$ 4.3M	15	\$ 287,000	Confederation
Eastlake \ Willow	\$ 4.3M	17	\$ 252,000	Weaver
Louise \ Taylor	\$ 7.4M	23	\$ 323,000	Canon Smith
Eastview	\$ 3.5M	10	\$ 346,000	Kistakin
East \ Louise	\$ 5.3M	13	\$ 405,000	Nutana Kiwanis
Junor \ Makaroff	\$ 8.4M	16	\$ 528,000	Sen. J Hnatyshyn
Byers \ Selkirk	\$ 3.7M	11	\$ 332,000	Dr. Seager Wheeler
King Street \ 5 th Avenue	\$ 9.0M	14	\$ 643,000	N/A
Kingsmere \ Brightsand	\$ 8.0M	15	\$ 531,000	Crocus
Confederation \ Laurier	\$ 9.1M	13	\$ 705,000	Atlantic
Grosvenor \ Taylor	\$ 7.9M	13	\$ 611,000	Walter Murray
Kingsmere \ Wakaw	\$ 5.5M	8	\$ 686,000	Lakeview
1 st Street \ 46 th Avenue	\$ 7.8M	7	\$1,114,000	N/A
Albert \ Bute	\$ 3.3M	3	\$1,096,000	Churchill
Smith \ McCormack	\$ 3.1M	3	\$1,046,000	Parkridge
1 st Avenue & 50 th Street	\$ 5.8M	4	\$1,461,000	N/A
Northumberland \ Mackie	\$ 2.8M	2	\$1,384,000	Archibald McDonald
Idylwyld & Circle Drive	N/A	N/A	N/A	N/A
Total	\$ 170.0M	526	\$ 323,000	

Feasibility assessments have been completed for the top two areas. The top ten highlighted areas are proposed to proceed for feasibility assessment under the proposed Flood Control Infrastructure Strategy.

Engagement Overview

Background

The City of Saskatoon is currently considering construction of dry storm water retention ponds to reduce flood risk during intense rain events in flood-prone neighbourhoods. Up to 19 flood risk areas have nearby parks where storm water could be stored, and up to eight dry ponds could be built over the next nine years as part of the Flood Control Strategy.

Technical feasibility assessments were completed for two flood risk areas, with the proposed solutions incorporating dry ponds in nearby parks: W.W. Ashley Park and Churchill Park. The solution for 1st Street E\Dufferin Avenue, with a dry pond in W.W. Ashley Park, is proposed to advance to Phase Three – Detailed Design in 2019. Community input and feedback will be considered in this Phase.

Engagement Strategy

Other areas will be assessed for feasibility and prioritized for future dry pond developments. Design and development of each park will require engagement with local residents and stakeholders. To ensure consistency and set expectations for community engagement and how feedback will inform the design and development of ponds in all locations, a standardized communication and engagement strategy will be developed following City Council approval of the Flood Control Strategy recommendations. An engagement plan will be prepared to identify and plan specific activities, events and timelines for engagement with residents and stakeholders who use W.W. Ashley Park. Engagement Plans will be developed specific to each park space as it enters the detailed design stage.

While a formal engagement strategy has not yet been developed, some key considerations and components that may be included in the strategy are discussed in this overview.

As each park location transitions to the detailed design phase, stakeholders and local residents will be informed of the decision with specific focus on explaining potential impacts of construction and expected alterations to existing facilities (sports fields, open space, etc.) Stakeholders will be given opportunities to be involved or collaborate in considerations for final preferred designs at each impacted park location.

Engagement Objective

The theme of the engagement will be: Help us design your park space! The objective of the engagement program is to identify from stakeholders how the park space is currently being used, how the introduction of a dry pond will impact those current uses, new park uses that could be implemented in the re-designed park space, and any other considerations. This information will be considered in the development of the final park design.



Stakeholders

Stakeholders may include both internal and external stakeholder groups. Internal stakeholders, such as those with projects or mandates directly impacted by the development of dry ponds may be asked to collaborate with the project team to identify considerations and opportunities to maximize the function of the park space. Activities designed for internal stakeholders may include small group meetings or workshop style events. This information will help inform the development of the initial park space design options. External stakeholders, such as community members and recreational groups, may review and provide input on the proposed designs and share ideas for improvements and any considerations. Activities may include workshops or pop-up events. The information collected will be considered in selection of the recommended design for each park space.

Engagement Results

Details about how the information collected was used in the planning/design process and selection of preferred design option will be communicated back to stakeholders throughout the design and approval process.



























Bryant, Shellie (Clerks)

From: City Council
Sent: December 13, 2018 8:58 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Thursday, December 13, 2018 - 08:57
Submitted by anonymous user: 216.197.221.219
Submitted values are:

Date: Thursday, December 13, 2018
To: His Worship the Mayor and Members of City Council
First Name: Laurie
Last Name: Bourgeois
Email: [REDACTED]
Address: [REDACTED] 1st Street East
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable):
Subject: 1st Street surface flooding mitigation
Meeting (if known): Flood control strategy 8.3.3
Comments:
I would like to speak to council re flooding and solution.
Could I use the photos I sent for meeting held on December 4th ? Would they still be available? Thank you.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270425>



STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Request for Sanitary Sewer Charge Exemption – Inland Concrete Limited

Recommendation of the Committee

1. That the request for sanitary sewer charge exemption for Inland Concrete Limited, 136 – 107th Street East, Saskatoon, Saskatchewan, be approved; and
2. That the Director of Corporate Revenue be requested to remove the sanitary sewer charge from the above applicant's Utility Bill for water meter #20126726, retroactive to the date the second water meter was installed, September 26, 2018.

History

At the December 4, 2018 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the A/General Manager, Transportation and Utilities dated December 4, 2018 was considered.

Attachment

December 4, 2018 report of the A/General Manager, Transportation and Utilities.

Request for Sanitary Sewer Charge Exemption – Inland Concrete Limited

Recommendation

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

1. That the request for sanitary sewer charge exemption for Inland Concrete Limited, 136 – 107th Street East, Saskatoon, Saskatchewan, be approved; and
2. That the Director of Corporate Revenue be requested to remove the sanitary sewer charge from the above applicant's Utility Bill for water meter #20126726, retroactive to the date the second water meter was installed, September 26, 2018.

Topic and Purpose

The purpose of this report is to obtain City Council approval for a sanitary sewer charge exemption.

Report Highlights

1. A request for sanitary sewer charge exemption was received from Inland Concrete Limited on August 13, 2018.
2. On-site investigation by Saskatoon Water Meter Shop staff confirmed a dedicated water source not returning to the sewer system.
3. The application complies with Bylaw No. 9466, The Sewage Use Bylaw, 2017.

Strategic Goal

This report supports the Strategic Goal of Economic Diversity and Prosperity by creating a business-friendly environment where the economy is diverse and builds on the city and region's competitive strength and by establishing fees and permits that are competitive with other jurisdictions.

Background

Customers that have a dedicated water service connection to provide water that does not return to the sanitary sewer system may apply for a sanitary sewer charge exemption, as per Bylaw No. 9466, The Sewage Use Bylaw, 2017, which states:

“Adjustment for Water Not Discharged to Sanitary Sewer System

60. (1) If a substantial portion of the water purchased by a person is not discharged to the sanitary sewer system, the person may apply to the City for an appropriate adjustment in the sewer service charge.”

Report

Exemption Request

The Administration has received a request from Inland Concrete Limited for an exemption from the sanitary sewer charge on their Utility Bill. An investigation by the Saskatoon Water Meter Shop staff determined that in order to ensure the dedicated water source was not returning to the sewer system, a second metered water service line needed to be installed feeding all water requirements, except for the production. Saskatoon Water Meter Shop staff have confirmed that the secondary line has been installed as required. Water meter #20126726 is metering water that is exclusively servicing the production area and therefore is not discharging to the sanitary sewer system. The Administration recommends that Inland Concrete Limited receive an exemption from the sanitary sewer charge for water meter #20126726, retroactive to the date the secondary water meter was installed, September 26, 2018.

Bylaw Compliance

The request for a sanitary sewer charge exemption from Inland Concrete Limited complies with Bylaw No. 9466, The Sewer Use Bylaw, 2017, which allows for a sewer service charge adjustment where a substantial portion of the water purchased by a customer is not returned to the sanitary sewer system of the City.

Financial Implications

There will be a minimal impact on the Wastewater Revenue.

Other Considerations/Implications

There are no options, public and/or stakeholder involvement, communication, policy, environmental, privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

Upon approval, the sanitary sewer charge exemption will be effective September 26, 2018.

Public Notice

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

Report Approval

Written by:	Fred Goodman, Meter Shop Superintendent, Saskatoon Water
Reviewed by:	Reid Corbett, Director of Saskatoon Water
Approved by:	Angela Gardiner, Acting General Manager, Transportation & Utilities Department

EUCS FG – Request for Sanitary Sewer Charge Exemption – Inland Concrete Limited – docx.



STANDING POLICY COMMITTEE ON TRANSPORTATION

Saskatoon Transit Tire Lease - Award of Contract

Recommendation of the Committee

1. That the proposal submitted by Goodyear Canada Inc. for the supply of tires for Saskatoon Transit's conventional bus fleet for a total estimated cost over five years of \$1,174,700 (including GST and PST) 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 December 4, 2018 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities dated December 4, 2018 was considered.

Attachment

December 4, 2018 report of the A/General Manager, Transportation & Utilities.

Saskatoon Transit Tire Lease - Award of Contract

Recommendation

1. That the proposal submitted by Goodyear Canada Inc. for the supply of tires for Saskatoon Transit's conventional bus fleet for a total estimated cost over five years of \$1,174,700 (including GST and PST) 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 request City Council approval to award a contract to Goodyear Canada Inc. to supply all tires for Saskatoon Transit's conventional bus fleet.

Report Highlights

1. A Request for Proposal (RFP) was advertised on September 26, 2018, and one proposal was received from Goodyear Canada Inc. which met the criteria and specifications, and therefore was compliant.
2. The total estimated cost for this contract is \$1,174,700 over a five-year period.

Strategic Goal

This report supports the Strategic Goal of Moving Around through strategically moving people around the city by providing an accessible and safe transit system. This report also supports the Strategic Goal of Asset & Financial Sustainability by strategically maintaining assets in order to minimize total costs.

Background

It was determined a number of years ago that there were several advantages to leasing tires versus purchasing tires, and as a result, Saskatoon Transit has been leasing tires for decades.

Lease rates are based on usage, therefore, tire failures not resulting from abuse or misuse are not charged to Saskatoon Transit. Also, as a tire stays in use longer, the lease rate decreases providing further savings. A typical tire can last over 80,000 km, or approximately 1.5 years. This results in Saskatoon Transit changing out approximately 575 tires a year.

Report

Saskatoon Transit's conventional fleet consists of 145 buses all with differing tire requirements:

- 6, 40-foot high-floor buses (which will all be replaced by the end of 2018);
- 121, 40-foot low-floor buses;
- 10, 60-foot low-floor articulating buses; and
- 8, 30-foot low-floor buses.

Currently in order to outfit these buses, Saskatoon Transit has a lease agreement with Goodyear Canada Inc., expiring on December 31, 2018.

Request for Proposal

A Terms of Reference was developed and an RFP was advertised on September 26, 2018 on SaskTenders for the supply of tires for Saskatoon Transit's conventional bus fleet. The tender closed October 24, 2018 and one proposal was received from the following firm:

- Goodyear Canada Inc. – Toronto, (ON)

The Evaluation Committee was comprised of three Saskatoon Transit staff members and the evaluation was based on the following matrix, outlined in the RFP:

Rated Criteria Evaluation	Maximum Available Points
Experience and Qualifications	15
Tire Construction Characteristics	15
Service	25
Delivery	25
Pricing	20
Total Maximum Available Points	100

A check for compliance was conducted and confirmed that the single proposal from Goodyear Canada Inc. was successful in meeting the specifications defined in the RFP.

Goodyear Canada Inc. (part of The Goodyear Tire & Rubber Company) has been manufacturing tires for the last 120 years, and has been leasing tires to the transit industry for over 100 years. With an Innovation center in Akron, OH and a test track in San Angelo, TX, Goodyear Canada Inc. is able to maintain its leadership position in product improvements and innovations.

Options to the Recommendation

An option to the recommendation is not to proceed with the lease agreement and have Saskatoon Transit purchase tires outright at an increased cost while also assuming the liability of tire damage and disposal. The added cost resulting from purchasing tires versus leasing tires would equate to approximately an additional annual cost of \$167,500, or \$837,500 over the five-year term.

Financial Implications

The total estimated cost of the tire leases tendered over the five-year period is \$1,174,700 (including GST and PST). The first year's funding is included in the proposed 2019 Operating Budget and along with subsequent years will be subject to funding approval.

Five Year Price	\$1,058,289
GST (5%)	52,914
PST (6%)	<u>63,497</u>
Total Cost	\$1,174,700
GST rebate (5%)	<u>(52,914)</u>
Total Net Cost to the City	<u>\$1,121,786</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: Paul Bracken, Maintenance Manager, Saskatoon Transit
Reviewed by: James McDonald, Director of Saskatoon Transit
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

Admin Report - Saskatoon Transit Tire Lease - Award of Contract.docx



STANDING POLICY COMMITTEE ON TRANSPORTATION

Request to Exceed in Excess of 25% of PO 381602, West Material Handling Facility Topsoil Stripping

Recommendation of the Committee

1. That the Administration be given approval for PO 381602 with Arnold Earthmoving Ltd. for topsoil stripping work to exceed 25% of the purchase order value and be extended by \$57,359.25, including taxes; and
2. That Purchasing Services issue the appropriate change notice.

History

At the December 4, 2018 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities dated December 4, 2018 was considered.

Attachment

December 4, 2018 report of the A/General Manager, Transportation & Utilities.

Request to Exceed in Excess of 25% of PO 381602, West Material Handling Facility Topsoil Stripping

Recommendation

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

1. That the Administration be given approval for PO 381602 with Arnold Earthmoving Ltd. for topsoil stripping work to exceed 25% of the purchase order value and be extended by \$57,359.25, including taxes; and
2. That Purchasing Services issue the appropriate change notice.

Topic and Purpose

The purpose of this report is to request City Council approval for PO 381602 with Arnold Earthmoving Ltd. to exceed 25% of the purchase order value.

Report Highlight

To complete the topsoil stripping work at the West Material Handling Facility, PO 381602 must be extended by \$57,359.25 (including taxes). The amount of topsoil removed was underestimated and additional grading work was required to level the site.

Strategic Goal

This report supports the Strategic Goal of Sustainable Growth by ensuring the Roadways, Fleet & Operations division and the Water & Waste Stream division are able to grow existing material handling capacity and maintain the ability to deliver necessary civic services as the city grows.

Background

To continue performing roadway and water and sewer maintenance on a growing inventory of infrastructure, the West Material Handling Facility is required to manage material such as sand, gravel, street sweeping debris, backfill material, and recycled asphalt product. The ability to store and dry backfill material for water and sewer connection repairs is necessary to support the ongoing operation of both the water distribution network and the sanitary sewer system. Additional storage for roadway construction materials such as gravel, street sweeping debris, and recycled asphalt is required for continued service delivery. Topsoil removal and some site grading was required to allow for the proposed site activities.

Report

New Site Preparation

In September 2018, a tender was publicly advertised for topsoil stripping and seeding of the West Material Handling Facility site.

The tender was awarded to Arnold Earthmoving Ltd. for a total cost of \$167,055.00 (including taxes).

Additional work and material was required as the topsoil layer was thicker than anticipated and further site levelling was required for proper site drainage.

Policy Implications

The recommendation is in accordance with the Corporate Purchasing Procedure (Administrative Policy A02-027) where the request for extension exceeds 25% of the approved purchase order value and requires City Council approval.

Financial Implications

Details of the costs pertaining to PO 381602 with Arnold Earthmoving Ltd. are as follows:

Original Contract Cost	\$150,500.00
Additional Topsoil Stripping	32,550.00
Additional Grading Work	<u>19,125.00</u>
Subtotal	\$202,175.00
GST	10,108.75
PST	<u>12,130.50</u>
Total Revised Contract Cost	\$224,414.25
Less GST Rebate	<u>(10,108.75)</u>
Total Revised Net Cost to the City	<u>\$214,305.50</u>

There is sufficient funding in Capital Project #2259 – West Material Handling Facility to cover the additional costs.

The above shows that PO 381602 exceeds 25% of the original contract amount and therefore requires City Council approval.

Other Considerations/Implications

There are no options, public and/or stakeholder involvement, communication, environmental, privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

The majority of the work on this purchase order is complete. Seeding of the topsoil berms is to take place in the spring of 2019.

Public Notice

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

Report Approval

Written by: Brock Storey, Senior Operations Engineer
Reviewed by: Brandon Harris, Director of Roadways, Fleet & Operations
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department



STANDING POLICY COMMITTEE ON TRANSPORTATION

Request to Exceed in Excess of 25% of PO 371783, Roadways Downtown Snow Maintenance

Recommendation of the Committee

1. That the Administration be given approval for PO 371783 with Load Em' Up Hauling for the removal of snow to exceed 25% of the purchase order value and be extended by \$88,095 (including taxes); and
2. That Purchasing Services issue the appropriate change order.

History

At the December 4, 2018 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities dated December 4, 2018 was considered.

Attachment

December 4, 2018 report of the A/General Manager, Transportation & Utilities.

Request to Exceed in Excess of 25% of PO 371783, Roadways Downtown Snow Maintenance

Recommendation

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

1. That the Administration be given approval for PO 371783 with Load Em' Up Hauling for the removal of snow to exceed 25% of the purchase order value and be extended by \$88,095 (including taxes); and
2. That Purchasing Services issue the appropriate change order.

Topic and Purpose

The purpose of this report is to request City Council approval for PO 371783 with Load Em' Up Hauling for snow removal to exceed 25% of the purchase order value.

Report Highlights

1. To meet the expected level of service for the downtown snow clearing of roadways adjacent to angle parking, PO 371783 must be extended by \$56,070 (including taxes).
2. To meet the expected level of service for snow clearing and removal on the Victoria Avenue cycle track, PO 371783 must be extended by an additional \$32,025 (including taxes).

Strategic Goal

This report supports the Strategic Goal of Moving Around by ensuring downtown streets adjacent to angle parking stalls remain cleared of snow following snow events, and the Victoria Avenue Cycle Track is clear of snow during the winter months.

Background

The City of Saskatoon Winter Road Maintenance Level of Service document was approved by City Council as part of the 2016 Budget package and subsequently updated for following years, with the current edition created on July 24, 2017. This includes requirements for roadway snow grading on Business Improvement District streets within 72 hours of snowfall ending and snow removal on sidewalks, pathways, and cycle tracks within 48 hours of snowfall ending.

In September 2017, a tender was publicly advertised for snow and ice clearing and removal for the downtown bus mall, downtown bike lanes, and downtown angle parking stalls for two years. In October 2017, the tender was awarded to Load Em' Up Hauling with a cost of \$169,722 per year, for a total cost of \$339,444 (including taxes).

Report

Angle Parking Roadway Snow Removal

The original contract did not include snow clearing and removal on the roads adjacent to the downtown angle parking stalls. Part way through the 2017-2018 winter season, snow clearing and removal on the adjacent roads was added to the contract as there are efficiencies in coordinating this work with a single contractor. The estimated cost for completing this work for the 2018-2019 winter season is \$53,400 (excluding taxes).

Victoria Avenue Cycle Track Snow Removal

Construction of the full length of the Victoria Avenue Cycle Track was completed in 2018. Clearing and removal of snow on the new cycle track is required for the 2018-2019 winter season in order to meet the established level of service. The estimated cost for completing this work for the 2018-2019 winter season is \$30,500 (excluding taxes).

Options to the Recommendation

City Council could instruct the Administration to issue a separate tender for the Victoria Avenue Cycle Track clearing. This option is not recommended, as the small scope of work reduces the likelihood of competitive pricing.

City Council could instruct the Administration to issue a separate tender for the Angle Parking Roadways snow removal. This option is not recommended, as a separate contractor working alongside the existing contractor is expected to cause coordination and safety issues.

City Council could instruct the Administration to use City crews and equipment to complete the additional work. It's not reasonable to use City staff as the timing is critical and the City will still be focussed on other snow event clean-up.

Policy Implications

The recommendation is in accordance with the Corporate Purchasing Procedure (Administrative Policy A02-027) where the request for extension exceeds 25% of the approved purchase order value and requires City Council approval.

Financial Implications

Details of the costs pertaining to PO 371783 with Load Em' Up Hauling are as follows:

Original Contract Cost	\$323,280.00
2017-2018 Change Order 1 Cost	39,400.00
Angle Parking Road Clearing Cost	53,400.00
Victoria Ave Cycle Track Clearing Cost	<u>30,500.00</u>
Subtotal	\$446,580.00
GST	<u>22,329.00</u>
Total Revised Contract Cost	\$468,909.00
Less GST Rebate	<u>(22,329.00)</u>
Total Revised Net Cost to the City	<u>\$446,580.00</u>

There is sufficient funding in the Roadways & Operations 2018 and 2019 Operating Budgets to cover the additional costs.

The above shows that PO 371783, Roadways Downtown Snow Maintenance exceeds 25% of the original contract amount, and therefore requires City Council approval.

Other Considerations/Implications

There are no public and/or stakeholder involvement, communication, environmental, privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

The term for this contract is completed on May 15, 2019 and will be re-tendered for the following season.

Public Notice

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

Report Approval

Written by:	Daniel Martens, Operations Engineer
Reviewed by:	Brandon Harris, Director of Roadways, Fleet & Operations
Approved by:	Angela Gardiner, Acting General Manager, Transportation & Utilities Department

Admin Report – RT Exceed PO 371783 – Roadways Downtown Snow Maintenance.docx



STANDING POLICY COMMITTEE ON TRANSPORTATION

Capital Project #1512 – Neighbourhood Traffic Management - Budget Adjustment

Recommendation of the Committee

That a budget adjustment in the amount of \$200,000 to Capital Project #1512 – Neighbourhood Traffic Management funded from the Traffic Safety Reserve, be approved.

History

At the December 4, 2018 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities dated December 4, 2018 was considered.

Attachment

December 4, 2018 report of the A/General Manager, Transportation & Utilities.

Capital Project #1512 – Neighbourhood Traffic Management - Budget Adjustment

Recommendation

That the Standing Policy Committee on Transportation recommend to City Council:
That a budget adjustment in the amount of \$200,000 to Capital Project #1512 – Neighbourhood Traffic Management funded from the Traffic Safety Reserve, be approved.

Topic and Purpose

The purpose of this report is to request City Council approval for a budget adjustment to Capital Project #1512 – Neighbourhood Traffic Management funded from the Traffic Safety Reserve.

Report Highlights

1. Funding is being requested from the Traffic Safety Reserve to adjust a deficit in Capital Project #1512 – Neighbourhood Traffic Management for a total cost of \$200,000.
2. Additional costs were incurred due to the growing list of temporary traffic calming devices requiring maintenance, additional consultation efforts, and controversial recommendations.

Strategic Goal

This report supports the Strategic Goal of Moving Around by providing a transportation plan to guide the installation of traffic calming devices and pedestrian safety enhancements to improve the safety of pedestrians, motorists, and cyclists.

Background

The City's portion of revenues from the Red Light Camera and Automated Speed Enforcement programs are allocated to the Traffic Safety Reserve to fund traffic safety initiatives.

City Council, at its meeting held on August 13, 2013, approved the Neighbourhood Traffic Management program that includes a strategy to review concerns on a neighbourhood-wide basis by engaging the community and stakeholders in identifying specific traffic issues, and developing joint recommendations to address those issues. This initiative is managed through Capital Project #1512 – Neighbourhood Traffic Management.

Report

Traffic Safety Reserve Status

The Traffic Safety Reserve is funded through the City's portion of revenues from the Red Light Camera and Automated Speed Enforcement programs.

The revenues cover the operational expenditures of these programs with the remaining funds earmarked to fund improvements on the transportation network to enhance safety for pedestrians, cyclists, and drivers.

An adjustment of \$200,000 is required to supplement Capital Project #1512 – Neighbourhood Traffic Management.

Status of Capital Project #1512 – Neighbourhood Traffic Management

Capital Project #1512 – Neighbourhood Traffic Management has incurred a deficit of \$200,000. A breakdown of the deficit is outlined below:

No.	Initiative	Amount
1	Temporary traffic calming measures	\$ 50,000
2	Additional consultation efforts	\$ 30,000
3	Controversial recommendations	\$120,000
Total		\$200,000

Temporary Traffic Calming Measures

As a result of the Neighbourhood Traffic Reviews (NTRs), there are currently 104 curb extensions and 134 median islands installed temporarily throughout the city. These traffic calming devices are installed with rubber curbing so their effectiveness can be determined prior to permanent installation.

The intent is to permanently install the traffic calming devices within five years of the NTR plan for a specific neighbourhood. Funding to date for the permanent traffic calming installations (Capital Project #1504 – Neighbourhood Traffic Review Permanent Installations) is insufficient to meet the growing list of temporary traffic calming measures that are installed each year from the NTR recommendations. This results in an ever increasing number of temporary traffic calming devices requiring ongoing maintenance and replacement.

Out of the 238 recommended traffic calming measures through the NTR plans, 5 curb extensions and 23 median islands have been installed permanently since the program began. The growing list of temporary devices requires additional maintenance costs to repair and replace damaged rubber curbs and signage knock-downs.

Additional Consultation Efforts

In 2017, the NTR Project Managers and Communications staff reviewed the communication and engagement plans for the NTRs to identify possible improvements. This was in an effort to address concerns expressed around a lack of resident participation at meetings that may contribute to overall community support for traffic calming measures at the implementation stage.

Communications (Inform):

As a result of the review, the following communication tools were added to the plan to better inform residents around the progress and opportunities for engagement:

- 'Subscribe for Updates' feature added and multiple email messages sent to the subscriber list;
- NTR meetings added to the City Events Calendar;
- Revised flyer messaging to encourage more input and participation;
- Mini billboards were installed in each neighbourhood in advance of each meeting;
- Community posters placed at high traffic zones and community gathering places to advertise first meeting;
- Facebook advertising for kick-off meetings;
- Revised implementation flyer to include list of recommendations and map; and
- Creation of door hangers prior to implementation.

Engagement (Consult):

In addition to community meetings, a number of additional engagement tools were added to the plan to provide more opportunity for residents to be engaged in the discussion. This ensures everyone has an early opportunity to voice any concerns/objections to potential traffic measures or are aware of the process but may decline to participate. This in turn should reduce the likelihood of surprising anyone or encountering significant opposition to the NTR plan recommendations after implementation.

- Saskatoon.ca/Engage discussion page set up for each NTR;
- Facebook Groups created for each NTR as an interim engagement tool until Saskatoon.ca/Engage was finalized;
- Introduced feedback forms and business cards so that residents could provide more input at the meeting as well as afterwards; and
- Held meetings in the neighbourhood to educate on the NTR process and collect feedback on traffic concerns.

Since improvements to both communications and engagement have been made, participation rates have increased in both 2017 and 2018. However, the enhanced communications have resulted in increased costs for the NTR program.

Controversial Recommendations

Throughout the NTR program, there have been instances where additional costs and efforts were required to implement the NTR recommendations. These circumstances cannot always be foreseen. They typically arise when a traffic calming measure is installed to address the concerns raised by residents through the NTR meetings, which is then opposed by other residents of the same neighbourhood.

Three examples of controversial recommendations and the additional work undertaken to address the concerns include:

1. Avalon Neighbourhood:
 - Third public meeting (a typical NTR process includes two meetings).
 - Glasgow Street pinch points 2016: flyer deliveries, additional traffic counts, survey, field observations, and removal of pinch points.

- Glasgow Street directional closure 2017: flyer deliveries, additional traffic counts, survey, field observations, removal of directional closure, review of traffic signal, and review of additional traffic calming alternatives.
2. Nutana Neighbourhood:
 - Third public meeting (a typical NTR process includes two meetings).
 - 9th Street directional closure 2015: additional traffic counts, survey, flyer deliveries, removal of jersey barriers, and directional closure re-installation 2018.
 - 14th Street closure 2015: public meetings, flyer deliveries, additional traffic counts, design workshop, development of multiple traffic options, development of multiple urban designs of public space, and stakeholder working group meetings.
 3. Grosvenor Park Neighbourhood:
 - Copland Crescent 2016: survey, working group, pedestrian counts, traffic counts, and development of options.

Opposition to the newly identified traffic measures is challenging when it comes after implementation. The Administration makes every effort to engage residents along the way in the development of the new traffic plan. The new traffic plan, including all planned changes, is shared with residents prior to implementation in the form of a home-delivered notice.

Opposition is often tied to restrictive measures such as road closures and diverters as they limit access for people who live on the street. These measures are considered as a last resort for traffic calming and should only be used when other traffic calming devices do not address the issues.

Opposition to recommendations can also occur when there has been low representation from the neighbourhood during the development of the traffic plan. To address this, the team has revised consultation and communication efforts, as discussed above.

Public and/or Stakeholder Involvement

Public meetings are held for each of the NTRs as follows:

- An initial meeting with residents and stakeholders to identify specific traffic concerns and potential improvements;
- A second meeting to present a draft neighbourhood traffic plan for discussion; and
- A third meeting may be held if significant changes of the draft traffic plan are required.

Residents and business owners who cannot attend the meetings are able to view information and provide feedback via the City's online neighbourhood traffic concerns forums on Facebook and saskatoon.ca/engage website, or by phone, email, or mail.

The City's internal departments have an opportunity to provide input on the plan pertaining to the impact on their operations.

Communication Plan

For the NTRs, residents and stakeholders in each neighbourhood scheduled for the year are invited to attend two meetings. The meeting invitation is advertised/shared as follows:

- A flyer delivered to each residence in the neighbourhood;
- Through the City of Saskatoon Events Calendar at saskatoon.ca/events;
- Through the saskatoon.ca/engage website;
- Though the City website at saskatoon.ca/NTR;
- Via Facebook advertising;
- Billboards centrally placed within the neighbourhoods;
- Community posters placed at high traffic zones and community gathering places;
- Through requesting the neighbourhood community associations and schools to post the information on their website or social media pages; and
- By notifying the appropriate City Councillor.

The collection of issues and potential improvements are compiled through the following:

- The saskatoon.ca/engage website;
- Written submissions at the meetings;
- Written notes taken by the Administration at the meetings; and
- Written, verbal, and e-mail submission to the Administration.

Financial Implications

The resources required to supplement the Capital Project #1512 – Neighbourhood Traffic Management deficit as outlined in this report are estimated at \$200,000, and are recommended to be funded from the Traffic Safety Reserve. There is sufficient funding in the Traffic Safety Reserve to provide this funding.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

No follow-up report is planned.

Public Notice

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

Report Approval

Written by: Nathalie Baudais, Senior Transportation Engineer, 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



STANDING POLICY COMMITTEE ON TRANSPORTATION

Complete Streets Policy

Recommendation of the Committee

That the proposed Street Design Policy be approved.

History

At the December 4, 2018 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities dated December 4, 2018 was considered.

Attachment

December 4, 2018 report of the A/General Manager, Transportation & Utilities.

Complete Streets Policy

Recommendation

That the Standing Policy Committee on Transportation recommend to City Council:
That the proposed Street Design Policy be approved.

Topic and Purpose

The purpose of this report is to request City Council approval of the proposed Street Design Policy (Policy).

Report Highlights

1. The proposed Policy is a process that will be effective during the design of streets to accommodate the movement for all transportation modes.
2. Adjacent land use and the transportation system will also be considered for safety and convenience for all roadway users including movement of dangerous goods.

Strategic Goals

This report supports the Strategic Goal of Moving Around by supporting accessible street design for all modes of transportation including: walking; cycling; taking transit; and driving. Providing attractive options, other than driving, works towards accomplishing the City's transportation choice (mode share) target and alleviating congestion while promoting a healthy city.

This report also supports the Strategic Goal Quality of Life by promoting active living through street design that considers all modes of transportation and users of all ages and abilities.

Background

City Council, at its meeting held on October 23, 2017, resolved, in part:

- “1. That the Complete Streets Design and Policy Guide be adopted in principle;
2. That the Administration proceed with preparing a Council Policy based on the Complete Streets Design and Policy Guide provided in this report; and”

Report

The Administration has drafted a Policy that is based on the Complete Streets Design and Policy Guide (CSDPG). The Policy highlights context-sensitive street design and street design for people of all ages, and all levels of mobility.

Across North America cities are moving towards using comprehensive street design methods by taking into consideration the following:

- Land use
- The transportation system
- Street network function
- The movement of dangerous goods across the city is maintained

The purpose and function of the Policy is to promote building high quality, inclusive ways for people to travel in Saskatoon to have safe connections for all modes of transportation.

Streets are an important part of creating liveable and attractive communities. All people, regardless of ability, age, or income should have access to safe, comfortable, and convenient travel regardless if they are moving by foot, bike, bus, or vehicle.

Complete Streets Configurations

A Complete Streets approach to street design includes people and place through the processes of planning, design, construction, and operation of the transportation network.

A Complete Street can come in many forms. Victoria Avenue is a complete street due to its high importance to the city-wide active transportation network and local traffic requirements for motor vehicles. The redesign considered the accommodation of active modes and motor vehicle travel and took into account the neighbourhood context and street development. Alternatively, a freeway is also a complete street, since its intended function is to move vehicles across the city and serve as a route to transport dangerous goods.

Universal design is an important part of street design as it refers to the design and composition of an environment so that it may be accessed, understood, and used by people of any age, ability, or disability in the most independent and natural manner possible. These principles help to build a transportation network for all modes that is safe, reliable, intuitive, and consistent to provide simpler ways for pedestrians, cyclists, transit users, and drivers to navigate.

The Policy will meet the goals and aid in the implementation of the Active Transportation Plan by including consideration of all road users in a deliberate manner.

As the Administration moves forward with projects such as the Corridor Growth plan and the Bus Rapid Transit plan, street design will play an important role. Projects that affect streets will go through a street design process to incorporate principles as outlined in Attachment 1. A comprehensive street design process that includes a universal design lens, and additional consideration of the travel modes present and their relationship to land use and built form will ensure the street design is successful.

Public and/or Stakeholder Involvement

Extensive public and stakeholder engagement was completed during the development

of the Complete Streets Design and Policy Guide through the Growth Plan to Half a Million project. On October 2, 2017, the Complete Streets Design and Policy Guide was presented to the Developers Liaison Committee. At that meeting the concept of context-sensitive street design was presented and well received.

Additional information will be provided to and discussed with stakeholders as the Administration proceeds with updates to the Design and Development Standards Manual to correspond with the Policy.

Further engagement with stakeholders will take place as part of the updates to the City of Saskatoon Design and Development Standards Manual and Specifications to correspond with the Street Design Policy.

Communication Plan

The policy, if approved, will be posted to the City website (Saskatoon.ca) and information will be provided to development agencies. As well, the updated Policy will be shared with key internal City agencies.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

If approved, the policy will be published on the City website.

Public Notice

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

Attachment

1. Street Design Policy

Report Approval

Written by:	Chelsea Lanning, Transportation Engineer, 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 - Complete Streets Policy.docx

CITY OF SASKATOON COUNCIL POLICY

NUMBER

POLICY TITLE <i>Street Design Policy</i>	ADOPTED BY:	EFFECTIVE DATE
ORIGIN/AUTHORITY Council Item 8.4.2 adopted October 23, 2017	CITY FILE NO. TS 6320-1	PAGE NUMBER 1 of 2

1. PURPOSE

- a) To plan and design existing and retrofit streets to effectively support the movement of people of all ages and levels of mobility by providing appropriate and accessible facilities that support pedestrians, cyclists, transit users, as well as motor vehicles; and integrating the street environment with existing and future land uses.
- b) To improve safety and accessibility for all road users and provide guidance on how to incorporate Complete Streets concepts into the planning, design, construction of new streets, and reconstruction of existing streets.
- c) To integrate best practices of universal design throughout all elements of the right of way.
- d) To better accommodate pedestrians, cyclists, transit users, and motorists in a more cohesive manner.
- e) To provide transportation options that promote a healthier, more active community by creating livable neighbourhoods that encourage people to travel by walking, cycling, and taking transit.
- f) To guide operations and maintenance of existing and new streets to support the movement of people of all ages, abilities, and levels of mobility along streets.

2. DEFINITIONS

For the purposes of this policy, the following definitions are used:

- 2.1 Complete Street is a street that provides safe connection for users of all ages, abilities, and modes of travel; street design is centered on the present and future context of the street and corridor.
- 2.2 Universal Design in this context, is the design and composition of a street so that it can be accessed, understood, and used to the greatest extent possible by all people regardless of their age, ability or disability, in the most independent and natural manner possible without the need for adaptation, modification, assistance, or specialized devices.

3. POLICY

The Transportation Division shall have the authority to review and approve the design of all public streets, including new and retrofit designs.

3.1 General

- a) Design of new streets shall be reviewed through a Complete Streets lens, ensuring that they meet the principles outlined in the Complete Streets Design and Policy Guide;
- b) All retrofit design of existing streets shall be reviewed through a Complete Streets lens, ensuring that improvements to the existing transportation system are captured;
- c) Development along a street shall be integrated with the street and respect the character of the street and principles of the street design policy;
- d) The principles of Complete Street design include:
 - i. Serve and support existing and planned land use and built form context;
 - ii. Encourage people to travel by walking, cycling, and transit;
 - iii. Provide transportation options for people of all ages and abilities through universal design;
 - iv. Enhance the safety and security of urban streets;
 - v. Create a network of streets that offer mobility options for all users;
 - vi. Provide opportunities for improved health and recreation to people in the community by providing active, safe streets;
 - vii. Create available, active, and attractive public space within the street corridor.

4. RESPONSIBILITIES

4.1 General Manager, Transportation & Utilities Department

The General Manager, Transportation & Utilities Department, or designate, will:

- a) Administer, review, and recommend updates to the policy.

4.2 General Manager, Community Services Department

The General Manager, Community Services Department, or designate, will:

- a) Confirm land use and built form context as they are proposed or changed to confirm cohesiveness with street design.

4.3 City Council

- a) Review and approve amendments to this policy.



GOVERNANCE AND PRIORITIES COMMITTEE

Update from the Saskatoon Municipal Review Commission

Recommendation of the Committee

That the second review of the Council Code of Conduct be carried out by the Saskatoon Municipal Review Commission in the winter of 2020, with a third review being scheduled accordingly.

History

The Governance and Priorities Committee, at its meeting held on December 10, 2018, considered a letter from the Chair of the Saskatoon Municipal Review Commission (SMRC) providing an update on the Commission's work and requesting City Council establish a date for the second Code of Conduct report.

Attachment

Letter from P. Jaspar, Chair, SMRC dated December 3, 2018

PAUL S. JASPAR, SVM, FCPA, FCA
130 Skeena Crescent
Saskatoon, SK S7K 4G7
Phone: (306) 668-4844

December 3, 2018

City of Saskatoon Mayor and Councillors
222- 3rd Avenue North
Saskatoon, SK S7K 0J5

Dear Mayor and Councillors:

On behalf of the Saskatoon Municipal Review Commission (SMRC) I would like to update Council on the work of the Commission.

In accordance with Bylaw 9242 the SMRC has presented the following reports to Council:

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

The first code of conduct report was submitted February 11, 2016 and a second report was originally scheduled for December 31, 2017. In view of the delay in considering the first report, Council agreed to defer the second report to 2018.

Because some of the changes arising from the first report are still under consideration I ask that Council establish an appropriate date for the SMRC to provide its second code of conduct report.

The bylaw requires the SMRC to present an update on the following reports:

- Municipal Elections, June 2021
- Code of Conduct, February 2020
- Remuneration, May 2022

Yours truly,



Paul S. Jaspar, SVM, FCPA, FCA
Chair Saskatoon Municipal Review Commission



GOVERNANCE AND PRIORITIES COMMITTEE

Development of a Triple Bottom Line Policy Framework to Address Corporate Sustainability

Recommendation of the Committee

That the Administration develop a Triple Bottom Line Policy Framework.

History

The Governance and Priorities Committee, at its meeting held on December 10, 2018, considered a report from the Administration regarding the above.

Attachment

Report of the City Manager dated December 10, 2018

Development of a Triple Bottom Line Policy Framework to Address Corporate Sustainability

Recommendation

That the Governance and Priorities Committee recommend to City Council that the Administration develop a Triple Bottom Line Policy Framework.

Topic and Purpose

The purpose of this report is to provide guidance to the Governance and Priorities Committee on the Administration's efforts to make the City of Saskatoon's decision-making approach align with sustainability or sustainable development objectives. Specifically, this report provides initial considerations for the development and eventual implementation of a Triple Bottom Line Policy Framework for policy analysis, program development, and project evaluation at the City.

Report Highlights

1. Sustainability has three pillars: economic, environmental and social.
2. To ensure alignment with sustainability objectives, some organizations, private and public, have adopted a Triple Bottom Line Policy Framework.

Background

At its November 19, 2018, meeting, City Council considered a report titled "Workplace Transformation Journey: Corporate Reorganization" from the Governance and Priorities Committee. At the meeting City Council resolved, in part: "That the Administration report back on the development of a sustainability-lens into all areas of the corporation."

At its October 16, 2017, meeting, the Governance & Priorities Committee directed the Administration to "report back within 6 months outlining the rationale, implications and options of triple bottom line reporting for Committee and Council reports, such as through inclusion of Social implications as a report heading."

This report addresses both motions.

Report

What is Sustainability?

The term "sustainability"¹ has been defined in several ways. The most commonly quoted definition comes from a United Nations report titled *Our Common Future* (the Bruntland Report). The Bruntland Report defines sustainability as "... development that meets the needs of the present without compromising the ability of future generations to

¹ For the purposes of this report we use the terms sustainability and sustainable development interchangeably.

meet their own needs.” The simplicity or vagueness of this definition implies that sustainability has more than one dimension to it.

Although sustainability is often associated with the natural or physical environment, research reveals that sustainability is broader than that. In fact, according to the literature, sustainability has three main pillars (or dimensions): economic, environmental, and social. Stated in other ways, sustainability addresses the three “E’s” (economy, environment, and equity), or the three “P’s” (profit, planet, and people). These pillars are often cited as the “triple bottom line”.

A sustainable approach, therefore, is one that “seeks to understand the interactions which exist among environmental, social, and economic pillars in an effort to better understand the consequences of our actions.” Sustainability is said to occur when all three pillars are “strong”. What does each pillar address?

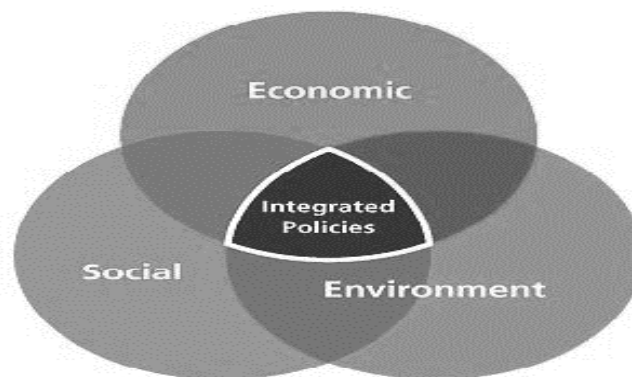
In general, the economic pillar addresses how individuals, business, and governments consume resources in carrying out activities. It also addresses the ability of the economy to support a defined level of economic output or production. It should also be explained that sustainability interfaces with economics through the social and ecological consequences of economic activity.

The environmental pillar focuses on the components that stress the physical environment and addresses how society protects ecosystems, air quality, and the sustainability of natural resources such as land and water. The social pillar seeks to maintain access to basic resources, improve quality of life, promote diversity and inclusion, and address issues such as poverty and inequality.

The question that arises from this analysis is: how do organizations integrate these pillars into their corporate culture and decision-making practices? In other words, what commitments, tools or instruments are needed to ensure a sustainability lens is used to guide decisions?

To answer these questions, one must turn to what is sometimes considered a fourth dimension of sustainability: integration. This dimension focuses on the governance structure and, in particular, addresses how organizations assess how their decisions and actions can affect sustainability. This concept is illustrated by the diagram in Figure 1.

Figure 1:



As a result of this analysis, how can the City of Saskatoon apply a broader and more integrated sustainability lens to its programs, planning, policies, strategies, services, operations, and approvals?

Corporate Sustainability Lens: A Triple Bottom Line Policy Framework

To address sustainability in a more comprehensive way, private corporations and governments have adopted versions of a Triple Bottom Line (TBL) Policy Framework. For example, the Government of Canada supports the United Nations 2030 Agenda for Sustainable Development. The 2030 Agenda is a global framework of action for people, planet, prosperity, peace, and partnership. It integrates social, economic, and environmental dimensions of sustainable development.

From the municipal government perspective, the City of Calgary has a Council-approved TBL Policy Framework. The primary purposes of Calgary's policy are to:

- embed the triple bottom line approach into Corporate policies, performance measures, actions, and implementation procedures, and enhance decision making; and
- place Calgary's efforts to achieve its vision in the broader context of cities around the world to make a contribution to global sustainability.

In Saskatoon, elements of TBL already exist in one form or another. For example, the City addresses some of the TBL dimensions in various corporate documents and policies such as the City's Strategic Plan, the Growth Plan, and its new Procurement Policy. However, these documents have been developed in the absence of a more comprehensive policy framework.

A TBL policy framework could be a way for the City of Saskatoon to address sustainability issues in a more complete, systematic, and integrated fashion. The need for this approach has also been spurred by:

- the City's responses to climate change;
- expanding waste diversion programs;
- potential reforms to public transit and the active transportation network;

- planning of facility energy retrofits;
- future direction for city development; and
- the approved changes to the City's organizational structure.

In the City's case, what would a TBL policy framework address? Generally, the TBL framework would reform the way the City of Saskatoon thinks about sustainability. Under such a model, Council and Administration will consider and, where appropriate, address, economic, environmental, and social implications in City business.

The development of a TBL plan would likely require the review of existing City Council approved economic, environmental, and social policies that have an impact on the community. It would also likely require work to identify examples of policy gaps and additional opportunities for the City to apply the TBL concept. Future reporting to Committee and Council by the Administration would require an assessment of the economic, environmental, and social implications of policy, program, and project options or recommendations.

Some of the broad concepts or policy themes that a TBL policy framework would address (or analyze) are provided in the following table.

Economic	Environmental	Social
Competitive Business Environment	Improve Air Quality	Promoting a Diverse and Inclusive City
Strategic & Resilient Infrastructure Investments	Mitigate the Effects of Climate Change	Providing a Clean and Safe City
Adequate Supply of Serviced Land	Enhance Waste Diversion	Ensure Programs and Services are Affordable
Promote Innovation and Creativity	Conserve Water Resources	Implement TRC Calls to Action

**these are examples only and do not necessarily reflect the current or future statements by the City.*

Regardless of whether the City has a TBL framework or not, there will always be trade-offs that the City will make. While the objective would be to use the TBL framework to provide guidance in evaluating policy options, developing programs, improving service delivery, and proposing projects, Administration will, in some cases, make recommendations that may require a greater focus on one of three sustainability pillars.

Similarly, City Council will sometimes make decisions that may favour one or two pillars over the other. For example, a more efficient street lighting strategy may support economic and environmental sustainability, but may reduce social sustainability as the pedestrians' positive perception of a neighbourhood is reduced after dark. Although these decisions will be made from time-to-time, the benefit of a TBL framework is that it provides a more comprehensive way to address the sustainability implications of City decision making.

The development of a corporate sustainability lens through a TBL policy framework aligns very well with the City's planned work to review internal policies and develop a

Quality Management System (QMS). The QMS attempts to streamline and standardize the City's approach to management by having the appropriate policies, procedures, and guidelines in place to support employees in their work. A TBL policy framework would ensure that a sustainability lens is applied to the QMS as well.

Options to the Recommendation

This section provides two alternative options for consideration: (1) Maintain the Status Quo; and, (2) Exclusively Focus on Environmental Sustainability.

(1) Maintain the Status Quo

This option maintains the City's current approach to sustainability. This means that sustainability factors would be considered in an ad-hoc manner. The primary advantage of this option is that it requires no change to policies, structures, etc. The primary disadvantage of this option is that the City would lack a comprehensive approach to assessing the sustainability implications of its decisions.

(2) Exclusively Focus on Environmental Sustainability

This option places exclusive emphasis on one pillar of sustainability, the environment. All City decisions, policies, programs, and projects would be viewed through an environmental sustainability lens only. The primary advantage of this option is that it would place emphasis on how City decisions affect the environmental sustainability measures. On the other hand, the primary disadvantage of this option is that the City's decision-making processes would lack balance as the environmental sustainability issues would take precedence over economic and social sustainability issues.

Public & Stakeholder Involvement

The preparation of this report did not require public or stakeholder involvement. However, if the Administration is directed to develop a TBL policy framework, then it would consult with various stakeholders to ensure that their perspectives are considered in the development of the framework.

Policy Implications

This report does not have any implications on the City's existing policies. However, if direction is provided to the Administration, then a new City Council Policy will be required. While not a direct policy implication, the adoption of a TBL policy framework would require reforms to Council and Committee reports.

Financial Implications

There are no financial implications resulting from this report. A future report will likely identify any potential costs to implement a TBL policy framework.

Other Considerations/Implications

There are no additional communication, environmental, privacy, or CPTED implications or considerations resulting from this report.

Due Date for Follow-up and/or Project Completion

If City Council directs Administration to develop a TBL policy framework, then Administration will provide a report to the appropriate Committee in the second quarter of 2019 to address what this policy framework will encompass.

Public Notice

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

Report Approval

Written by: Mike Jordan, Director, Policy & Government Relations
Reviewed by: Jeanna South, Acting Director, Environment & Corporate Initiatives
Approved by: Jeff Jorgenson, City Manager

Admin Report - Development of a Triple Bottom Line Policy Framework to Address Corporate Sustainability.docx



GOVERNANCE AND PRIORITIES COMMITTEE

Absences and Support for City Councillors

Recommendation of the Committee

1. That City Council request the Province to amend *The Cities Act* to allow for leaves of absence of three months or greater without a resolution of City Council in defined circumstances;
2. That the \$21,000 contingency fund for 2019 be utilized as outlined in the report of the City Solicitor dated December 10, 2018 but not limited to just leaves of absence;
3. That the Administration be instructed to prepare a resolution for the next SUMA Convention with the intent as outlined in Recommendation 1;
4. That Councillors Hill and Donauer work with SUMA to have the resolution included with those being considered at 2019 Convention.

History

The Governance and Priorities Committee, at its meeting held on December 10, 2018, considered a report from the City Solicitor regarding the above.

Attachment

Report of the City Solicitor dated December 10, 2018

Absences and Support for City Councillors

Recommendation

That the Governance and Priorities Committee recommend to City Council:

1. That City Council request the Province to amend *The Cities Act* to allow for leaves of absence of three months or greater without a resolution of City Council in defined circumstances; and
2. That the \$21,000 contingency fund for 2019 be utilized as outlined in this report.

Topic and Purpose

The purpose of this report is to provide the Governance and Priorities Committee (“GPC”) with more information regarding possible legislative changes to accommodate leaves from City Council and to provide further clarification regarding use of the \$21,000 contingency fund for 2019.

Report Highlights

1. Legislative changes have been made in several provinces to allow for parental leave of Council members.
2. The City of Edmonton has passed a bylaw outlining the process for taking a maternity/parental leave.
3. The City of Montreal allows for unexcused absences without loss of remuneration for parental leave, medical reasons and dependent care.
4. More particulars have been provided regarding possible use of the \$21,000 contingency fund for 2019.

Strategic Goals

This report supports the Strategic Goals of Continuous Improvement and Quality of Life by: (1) providing information to consider when developing policy that supports diversity, inclusion and equality in civic politics; and (2) providing information that attempts to reduce any barriers to participation and ensure continuation of duties when life events occur for potential and existing members of City Council.

Background

At its meeting held on April 23, 2018, GPC considered the above matter and resolved in part, as follows:

“That the Administration report back on pursuing legislative changes to accommodate parental leave, eldercare leave and any other leave, as appropriate, without a vote in Council.”

At its meeting held on November 13, 2018, GPC considered a report regarding the Utilization of Contingency Fund – Support For City Councillors and resolved as follows:

“That the matter be referred back to the Administration to provide further clarity on the definition of leave, time limits, and process for approving.”

Report

Leaves of Absence

A resolution of City Council authorizing an absence is required if a member is going to be absent from all regular meetings of City Council during any period of three consecutive months or more. The report of the City Solicitor dated April 23, 2018, which is attached as Attachment 1, provided information with respect to this issue. The Administration was asked to provide additional information on pursuing legislative changes.

In Alberta, Ontario and Nova Scotia the legislation has been amended to allow for maternity/paternity leave. For example, the Alberta *Municipal Government Act* provides as follows:

“144.1(1) A council of a municipality may, by bylaw, having regard to the need to balance councillors’ roles as parents with their responsibilities as representatives of residents, establish whether councillors are entitled to take leave prior to or after the birth or adoption of their child.

(2) If a bylaw under subsection (1) entitles councillors to take leave, the bylaw must contain provisions (a) respecting the length of the leave and other terms and conditions of the leave entitlement, and (b) addressing how the municipality will continue to be represented during periods of leave.”

In response to this amendment, the City of Edmonton has passed a bylaw which allows for parental leave of up to 26 weeks. Parental leave is defined as “a period of time during which a Councillor may be absent from all Council, Standing Committee, and Council Committee meetings, and any other duties assigned to the Councillor by Council.” The process to apply for leave under the Bylaw is:

- Provide six weeks’ written notice to the Mayor and City Manager unless exigent circumstances exist.
- Written notice to include:
 - Start date of leave; and
 - Anticipated length of leave.
- Following provision of written notice, the Councillor must submit a signed commitment to the Mayor and City Manager that includes:
 - Processes that will be implemented to ensure the Councillor’s constituents are represented during parental leave, which may include coverage by another Councillor or any other process outlined;
 - The duties the Councillor intends to perform during parental leave for remuneration; and
 - Any workplace accommodations requested.

In Montreal, if a Councillor misses a meeting their remuneration is deducted. By bylaw, the City of Montreal allows for unexcused absences without deduction of remuneration in the following circumstances:

- The birth or adoption of the member's child, including the steps preceding such adoption;
- An obligation related to the care of the member's child under the age of 18 weeks;
- A medical reason affecting a member, the member's spouse, descendants or ascendants; or
- An obligation related to the member's role as a caregiver with regard to the member's spouse, descendants or ascendants having a major physical, intellectual or mental disability and under the member's care.

City Council could request legislative changes to allow for absences from City Council without a City Council resolution. The request could be for amendments to allow for a parental leave, similar to the Alberta legislation, or to request amendments to allow for leaves for a greater variety of reasons similar to Montreal's bylaw.

Utilization of Contingency Fund

At its meeting held on November 13, 2018, GPC considered the report of the City Solicitor dated November 13, 2018, which is attached as Attachment 2. The Administration was asked to provide further clarity on the use of the contingency fund.

The contingency fund of \$21,000 is for 2019 only. A comprehensive review of the Legislative Budget is being undertaken for future years.

As outlined above, absences from City Council meetings for three consecutive months or more are not allowed unless authorized by a resolution of City Council. Historically, no member of Council has taken a leave of three consecutive months or more.

The current process is to simply notify the City Clerk that the Councillor will be unable to attend a meeting, or meetings. Usually reasons are provided but there is no requirement to do so. Councillors miss meetings for a variety of reasons. Councillors continue at their current remuneration. Support from the City Clerk's Office as required continues as per normal. If running in a provincial or federal election it is typical for the member of Council to formally inform City Council they will be away for the listed number of meetings and to ask that it be without pay.

For 2019, absences of less than three consecutive months would simply be dealt with in the current fashion. Support from the City Clerk's Office would continue as per normal. Use of the contingency would not be required.

It is suggested that the contingency fund be used to provide temporary administrative staff for the City Clerk's Office in the event a member of Council requests permission from City Council to miss three consecutive months or more of City Council meetings. In this case, a leave of absence would be defined as three consecutive months or more and the funds could be used to ensure that the Councillor's constituents continue to be represented during this leave. It is suggested that use of the contingency funds for this

purpose be dealt with in the required resolution of City Council at the time City Council considers the request.

It is also suggested that for 2019, the contingency fund be used to reimburse members of Council who do not take a leave of absence and:

- Incur expenses for child care while on City business which may include meetings, conferences, events or anything related to their duties as a member of Council during a period of time when they would be eligible for a maternity, adoption or parental leave as defined by *The Saskatchewan Employment Act* (total of 52/55 weeks);
- Incur expenses to provide care or support to a critically ill or injured child while on City business which may include meetings, conferences, events or anything related to their duties as a member of Council during a period of time when they would be eligible for a critically-ill childcare leave as defined by *The Saskatchewan Employment Act* (37 weeks); or
- Incur expenses to provide care or support to a family member while on City business which may include meetings, conferences, events or anything related to their duties as a member of Council during a period of time when they would be eligible for a compassionate care leave as defined by *The Saskatchewan Employment Act* (28 weeks).

To access the fund, members of City Council would simply notify the City Clerk's Office of their eligibility. Expenses will be reimbursed upon the submission of receipts to the City Clerk's Office. The City Clerk's Office will report out the amount of money spent at the end of year.

Eligible expenses, the definition of leave of absence and other issues can be considered for future years when it is determined if changes will be made to *The Cities Act* to allow for extended leaves from Council without a resolution of City Council. As outlined earlier, a comprehensive review of the Legislative Budget is set to occur before 2020.

Public and/or Stakeholder Involvement

This report forms part of a public agenda to which citizens may submit written comment or requests to speak to a matter.

Policy Implications

Potential creation of a policy may be required in the future depending on the direction of the Committee and possible legislative changes.

Financial Implications

There may be a financial cost to implementing a policy in the future depending on the direction of the Committee.

Other Considerations/Implications

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

Public Notice

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

Attachments

1. Report of the City Solicitor dated April 23, 2018
2. Report of the City Solicitor dated November 13, 2018

Report Approval

Written by: Cindy Yelland, Solicitor, Director of Planning and Development Law
Reviewed by: Joanne Sproule, City Clerk
Mike Jordan, Director of Policy & Government Relations
Approved by: Patricia Warwick, City Solicitor

Admin Report – AbsenceSupportCouncillors.docx

Absences and Support for City Councillors

Recommendation

1. That the Governance and Priorities Committee direct the Administration to include the following in the 2019 Business Plan and Budget:
 - a. approximately \$88,000 for an additional Councillors' Assistant position; and
 - b. approximately \$21,000 for contingency to be used as additional support for Councillors should it be required.
2. That the Governance and Priorities Committee recommend to City Council that the Administration be directed to conduct a comprehensive analysis of the Legislative Budget including consideration of establishing an Office of the Councillors and other budgeting models for Councillors.

Topic and Purpose

The purpose of this report is to provide the Governance and Priorities Committee with research of common practices and various policy options for consideration which address absence and support of City Councillors.

Report Highlights

1. The current state of ability for members of Council to take leaves was reviewed and compared to other cities:
 - In Saskatoon, approval of Council is required for any leave of absence longer than three consecutive months.
 - This is common practice in most other cities; however, there have been legislative changes in Alberta, Ontario and Quebec. This has resulted in a new bylaw in Edmonton.
2. Current state of support for Councillors was reviewed and compared to other cities:
 - In Saskatoon, Councillors have one dedicated full time Councillors' Assistant in the City Clerk's Office. This position was created in 2017.
 - Councillors have the ability to use the Council and Constituency Relations Allowance ("CCRA") to hire staff for support.
 - Compared to most other cities, Saskatoon is at the low end of Council support.
3. Current state of support for Councillors during a leave of absence was reviewed and compared to other cities:
 - In Saskatoon, leaves of absence for Councillors have been supported in an ad hoc manner by members of the City Clerk's Office and other members of Council.
 - In most other cities, support during leaves of absence is provided by existing support.

- In Edmonton, a new bylaw states that support during a maternity/paternity leave is determined on an ad hoc basis by the Councillor set to take the leave prior to their departure.

Strategic Goals

This report supports the Strategic Goals of Continuous Improvement and Quality of Life by: (1) providing information to consider when developing policy that supports diversity, inclusion and equality in civic politics; and (2) providing information that attempts to reduce any barriers to participation and ensure continuation of duties when life events occur for potential and existing members of City Council.

Background

At its Regular Business Meeting held on May 23, 2017, City Council considered a Notice of Motion from Councillor Block and resolved, in part:

1. That City Council instruct the Administration to research, investigate best practices, if any, and recommend various policy options that address absence and support for City Councillors; and
2. That the Administration report its findings and potential recommendations to the Governance & Priorities Committee not later than October 31, 2017.

City Council, at its Regular Business Meeting on October 23, 2017 resolved, in part, that the above report be deferred until the first quarter of 2018.

This report provides the Governance and Priorities Committee with a summary of research into the common practices across Canada on three interrelated issues: (1) the approach to take a leave of absence; (2) general support for City Councillors; and, (3) support for leaves of absence. It also provides various options to address these issues.

Report

1. Current Ability for Members of Council to Take a Leave of Absence

Currently, members of Council must not be absent from regular City Council meetings for more than three consecutive months unless authorized by a resolution of Council. All requests for leaves (be it maternity/paternity, running in provincial/federal election, compassionate or health-related) longer than three consecutive months must be individually approved by resolution of City Council. This requirement is found in *The Cities Act*. Members of Council are subject to disqualification from Council for breaching this requirement. A legislative amendment to *The Cities Act* would be required in order for this to change.

Historically, members of Council have not required a resolution of Council because leaves to run in a provincial or federal election and other leaves have not been longer than three consecutive months. No leaves of longer than three consecutive months have been taken. However, members of Council have taken leaves of shorter duration including leaves to run in a provincial or federal election.

Based on the research, most other cities have similar legislative requirements and authorize leaves of absence by resolution of Council. However, recently the Provinces of Alberta, Ontario and Quebec have made legislative changes to allow for different types of leave for different durations by members of Council. At the City level, the legislative change in Alberta enabled the City of Edmonton to pass a bylaw which permits members of Council to take up to 26 weeks of maternity/paternity leave subject to various conditions. A summary of recent legislative changes and action taken by cities in response is found at Attachment 1.

2. General Support for Councillors

Saskatoon

In 2017, City Council allocated money to the City Clerk's Office to hire a dedicated full time support person (the "Councillors' Assistant"). The City of Saskatoon has 10 City Councillors who share one FTE among them to provide administrative support. The Councillors' Assistant is dedicated solely to assisting Councillors with day-to-day duties such as managing the Councillors' budget, event calendars and dealing with various inquiries from the public.¹

In addition, City Councillors have access to the CCRA which aims to provide additional communications support. Councillors may use the CCRA to hire additional administrative staff to assist with day-to-day duties.²

Traditionally, the role of City Councillor in Saskatoon has been considered to be part time. However, that role is evolving to a more full time role; especially, when one considers that each member of Council represents, on average, approximately 27,000 constituents.

Moreover, a recent report to the Governance and Priorities Committee provided a review and analysis of meeting hours spent by City Council and its Committees between August 1, 2014 and July 31, 2017 (the "January 22, 2018 report"). The report found that City Council and its Committees met for an annual average of 252.3 hours, or 21 hours per month.³ This analysis did not include the amount of hours spent on other components of a Council member's duties such as the time required to prepare for Council/Committee meetings, attending public functions, answering citizen inquiries, or attending meetings of boards or other outside committees to which Council members are appointed.

¹ Prior to 2017, the City Clerk's Office provided Councillor administrative support which was approximately 0.25 to 0.5 of an FTE. This still exists and the support provided is related to Councillor support as a result of the City Clerk's duties/responsibilities.

² Note: *The Code of Ethics Bylaw for Members of City Council* states that members of Council shall not disclose or release any confidential information acquired by virtue of their office to any member of the public. This means that any administrative staff hired using the CCRA may not have access to any *in camera* (confidential) City documents.

³ See: "Governance Review – City Council and Committee Meeting Statistics" at https://apps2.saskatoon.ca/tpapp/eamm_public/filestream.ashx?DocumentId=46028

In a similar context, the Saskatoon Municipal Review Commission Remuneration Committee released a report in the spring of 2016 which provided results of a survey responded to by members of Council along with recommendations surrounding the issue of Council remuneration. The results of the survey outlined in the SMRC's report showed that, on average, members of Council typically spend between 100 to 193 hours per month attending to all Councillor-related duties.⁴ If you consider the findings of the SMRC, along with the findings of time spent meeting outlined in the January 22, 2018 report, it would indicate that fulfilling the role as a member of City Council in Saskatoon is changing. As the City becomes larger and more sophisticated, the work of Councillors is requiring more hours of time to complete. Given this, an argument can be made that Councillors require additional support to complete their work.

The Approach in Other Cities

The Administration has conducted research into the practices of other cities. The sample provides an overview of Cities comparable in size with Saskatoon (e.g., London, Regina) and others (e.g., Calgary and Edmonton) that are larger. A summary of common practices for Councillors' support is provided in Attachment 2.

With the exception of Regina, it appears from the research that other cities provide more comprehensive support for Councillors. However, in these cities the role of Councillor is considered to be full time. This support takes the form of constituency support and administrative support. In some cities, an "Office of the Councillors" has been created and, in addition, in some cities Councillors' budgets follow a "Ward Budget Model".

3. Councillor Supports for Leaves of Absence

Saskatoon

Historically and currently, when a Councillor takes a short leave of absence other members of Council and staff of the City Clerk's Office, including the Councillors' Assistant, assist with some of the day-to-day duties such as answering emails and other types of inquiries from members of the public.

Members of Council could use the CCRA to hire additional administrative staff to assist with any day-to-day duties while on a leave of absence.

Other Cities

Overall, on the issue of supports for Councillors away on leaves of absence, the common practices across Canada appear to be similar to Saskatoon. Coverage of administrative duties include a collaborative effort between administrative staff and other members of Council or are undertaken only by administrative staff. This type of ad hoc coverage for leaves of absence may be less burdensome given the additional level of Councillor support available in these other cities.

⁴ Saskatoon Municipal Review Commission: Remuneration Committee Report, April 18, 2016 (revised May 30, 2016), see: https://apps2.saskatoon.ca/tpapp/eammm_public/filestream.ashx?DocumentId=14614

Note: The Saskatoon Municipal Review Commission is currently working on updating this report. It will be provided to Council at a later date.

The Cities of Regina, Edmonton, Calgary, Winnipeg, Toronto, London, Montreal and Halifax were polled regarding supports available during a Council Member's leave of absence. A summary of this research can be found at Attachment 2.

Options for Consideration

Given the preceding analysis, this report provides two sets of Options for consideration – one set addressing Leaves of Absence and the other addressing Support for Councillors. The Options are based on the common practice research and range from the status quo to providing additional support for Councillors in 2019, with a view to transitioning to a different model for the “Legislative Budget”. An explanation of each Option, including their primary advantages and disadvantages, are provided below.

A. Leaves of Absence

1. Maintain Status Quo

The way in which City Council treats leaves of absence requests would stay the same. In other words, parental leave, compassionate, health-related leaves, etc. would continue to be granted upon resolution of Council where necessary. The primary advantage of this model is that it is in compliance with the existing legislation and thus, requires minimal, if any, change to the current process. This is the recommended option at this time given Saskatoon's history on this issue.

2. Request Legislative Change

City Council could request the Provincial Government to amend *The Cities Act* to allow that leaves of absence for greater than three months in certain circumstances (parental leave, medical leave, etc.) be allowed. The advantage of this would be that in those certain circumstances, the permission of City Council would not be required for a leave to occur. Should Committee and Council have an interest in this Option, a further report could be provided with possible legislative amendment options including possible circumstances in which a leave would be allowed.

B. Support for Councillors

1. Maintain Status Quo

This Option would keep general support for Councillors the same and support during leaves of absence the same. In other words, Councillors would use the Councillors' Assistant, staff in the City Clerk's Office and possibly their CCRA budget to provide assistance during leaves of absence. The advantage with this Option is it would have no budgetary impact. The disadvantage is that it may be challenging to the sole Councillors' Assistant to provide equal support to all 10 Councillors and support a leave of absence given the changing dynamics of dedication required to be a member of Council in Saskatoon. Also, this Option does not address the apparent need for immediate and permanent additional support for Councillors.

2. Additional Councillor Support in 2019 Business Plan and Budget

Under this Option, Council would allocate budgetary funds to hire an additional Councillor Assistant in the City Clerk's Office to provide support to members of Council.

The primary advantage of this Option is that it would provide Councillors with additional support staff to help manage their duties. Also, an additional contingency could be added to support Councillors while away on a leave of absence. The money for this could be allocated and used only if a Councillor took a leave of absence. The primary disadvantages of this Option are that it would generate budgetary implications and the amount of potential staff may not be sufficient to meet the support needs of Councillors.

3. Comprehensive Review of “Legislative Budget”

Under this Option, Council directs the Administration to conduct additional research and analysis on the “Legislative Budget” including consideration of the creation of an Office of the Councillors and other budgeting models for Councillors (including a Ward Based Budget Model). These items exist in other cities and may merit further exploration. A comprehensive financial analysis of this is necessary to determine short and medium term implications. That said, the implementation of this Option would likely be phased in over a period of time, which is timely given the City’s move to multi-year budgeting.

The primary advantage of this Option is that it may ultimately provide Councillors with their own staff to help manage their duties and see Saskatoon align more with the practices conducted in Canada’s other major cities. The primary disadvantages of this Option are that in order to implement more research would be required, office space would need to be coordinated and it would generate budgetary implications.

As a short-term compromise, Option B3 could be explored while simultaneously providing additional support for Councillors in the 2019 Budget, as described in Option B2. Administration recommends this hybrid, compromise approach as it will address short terms needs while ensuring the development of a more long-term approach.

Public and/or Stakeholder Involvement

This report forms part of a public agenda to which citizens may submit written comment or requests to speak to the matter.

Policy Implications

Potential creation of a policy may be required in the future depending upon which Option City Council wishes to explore.

Financial Implications

If Option B2 is selected, the following financial implications would be:

- Expand Councillor Support – Total Estimated 2019 Costs: \$88,000⁵
- Annual Contingency – Total Estimated 2019 Costs: \$21,000

If Option B3 is selected, there will not be financial implications for preparing the comprehensive analysis. However, the outcome of the analysis may result in financial implications which would be reported on in the analysis.

⁵ Included in this estimate: salary and benefits; initial purchase costs of a computer, laptop, docking station and 2 monitors; and, also includes costs of purchase of fixed assets to set up the work station.

Other Considerations/Implications

There are no Environmental, Privacy, or CPTED implications or considerations.

Public Notice

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

Attachment

1. Recent Legislative Changes – Leave of Absence for Members of Council
2. Common Practices – Supports for Councillors

Report Approval

Written by: Candice Leuschen, Executive Assistant to the City Solicitor
Janice Hudson, Committee Assistant/City Clerk's Assistant

Approved by: Patricia Warwick, City Solicitor
Joanne Sproule, City Clerk
Mike Jordan, Director of Policy & Government Relations

Leg Report – Absences and Support for City Councillors.docx

Recent Legislative Changes – Leave of Absence for Members of Council

Province	Recent Legislative Changes	Action Taken by Cities
Alberta	Recent amendment to the Alberta <i>Municipal Government Act</i> provides municipalities with the authority to establish a bylaw for members of Council to take maternity/paternity leave.	Edmonton recently passed Bylaw 18243, <i>Parental Leave of Councillors</i> which permits members of Council to take up to 26 weeks of maternity/paternity subject to various conditions. Calgary has not yet undertaken drafting of a proposed bylaw. However, City Council recently instructed Administration to explore options.
Ontario	Recent amendment to the <i>Ontario Municipal Act, 2001</i> and the <i>City of Toronto Act, 2006</i> allows for a member of Council to be absent from Council/Committee meetings for 20 consecutive weeks or less for maternity/paternity leave.	Toronto has not yet begun drafting a policy but plans to bring forward a very basic policy for Council's consideration within the next few months.
Quebec	Recent amendment to Quebec's <i>Elections and Referendums in Municipalities Act</i> allows members of Council to be away from meetings longer than 90 days due to care of a loved one (spouse, descendants, ascendants), illness, the death of an immediate family member, performance of religious duties or on assignment on behalf of the City Council or a borough Council without being penalized and allows for members of Council to take maternity/paternity leave up to 18 consecutive weeks.	Montreal has not yet begun drafting a policy.
Nova Scotia	Bill 68, <i>An Act to Amend the Municipal Government Act</i> introduced which proposes amendments to Nova Scotia's <i>Municipal Government Act</i> and the <i>Halifax Regional Municipality Charter</i> to allow members of Council to take maternity/paternity leave. The Bill has not progressed beyond the stage of first reading.	No action undertaken by any cities yet as legislation has not yet passed.

Common Practices – Supports Available for Councillors

City	Administrative Support for Councillors	Supports Available During a Leave of Absence
Saskatoon	<ul style="list-style-type: none"> 1 full-time Councillors' Assistant in the City Clerk's Office. The Councillors' Assistant reports to the City Clerk through the Administrative Services Manager. Salary range for the Councillors' Assistant is \$70,007.28 to \$82,258.56. The cost of benefits for the Councillors' Assistant ranges from \$11,454.10 to \$13,458.52 and is funded out of the City Clerk's Office Budget. Councillors receive Communications and Constituency Relations Allowance ("CCRA") which provides each Councillor with \$10,000 each to hire outside administrative staff support and cover various expenses related to communicating with their constituents. In addition, the City Clerk's Office receives \$10,000 pursuant to the CCRA to administer (total budget approval for CCRA was \$110,000). 	<ul style="list-style-type: none"> Councillors' Assistant in the City Clerk's Office and other members of Council assist on a case-by-case basis.
Edmonton	<ul style="list-style-type: none"> Ward Budget¹ is provided to each Ward Councillor to provide funding to hire administrative staff (Executive Assistant, Research Assistant, etc.), provide for an expense account, communications, travel and courses/seminars. Staff hired using this Budget report directly to the hiring Councillor and are employed for the term of the elected official. Office of the Councillors located within the City Clerk's Office. Office includes three administrative assistants for 12 Councillors. Between the Mayor's Office and the Councillors' Office there are 50 FTEs and the 2018 Budget for personnel costs was \$5,755,000². 	<ul style="list-style-type: none"> The duties while the member of Council is on a leave of absence is determined on a case by case basis. No one may perform duties specific to the elected office, such as attending Council meetings on a member's behalf. For administrative duties (such as responding to inquiries from constituents), another member of Council may assist and assistance is provided by the administrative staff in the Office of the Councillors.³
Calgary	<ul style="list-style-type: none"> Ward Budget is provided to each Ward Councillor to provide funding to hire administrative staff, provide for an expense account, communications, travel and courses/seminars. Staff hired using this Budget report directly to the hiring Councillor and are employed for the term of the elected official. Councillors are able to hire up to three full-time assistants and have access to shared office staff (7 FTEs).⁴ Office of the Councillors is separate from the City Clerk's Office with its own Manager. The Council Action Plan shows that there are a total of 36 FTEs in the Office of the Councillors (for 14 Councillors) and the total Operating Budget is \$7,139,000 for 2018⁵. 	<ul style="list-style-type: none"> For administrative duties (such as responding to inquiries from constituents), another member of Council may assist and assistance is provided by the administrative staff in the Office of the Councillors. No one may perform duties specific to the elected office, such as attending Council meetings on a member's behalf.

¹ A Ward Budget is a Budget provided to each Ward to provide for expenditures related to administrative support, communications, promotional items/donations, travel/training and hosting/tickets. For instance, each Ward in Edmonton received approximately \$165,000 in 2017. A majority of the Ward Councillors spent approximately 80% of that Budget hiring administrative personnel, with the remainder of the Budget allocated to the other eligible expenses. See: https://www.edmonton.ca/city_government/city_organization/2017-councillors-ward-expenses.aspx

² Source: City of Edmonton's 2016 to 2018 Operating Budget document, https://www.edmonton.ca/city_government/documents/Supplemental_Operating_Budget_Adjustment_Dec_7_2017_Fall_2017.pdf, pg 88

³ Source: City Clerk's Office, City of Edmonton

⁴ Sources: City Clerk's Office, City of Calgary and City of Calgary Council Policies PAC005 & PAC014

⁵ See Calgary Council Action Plan document at <http://www.calgary.ca/cfod/finance/Documents/Action-Plan/Council-Action-Plan-2015-2018.pdf>, pg. 7

Common Practices – Supports Available for Councillors

City	Administrative Support for Councillors	Supports Available During a Leave of Absence
Toronto	<ul style="list-style-type: none"> Councillors' Office has approximately 200 administrative staff hired on contract (term is limited to a Council term) to work for the Councillors. Each Councillor (there are 44 Councillors) receives a budget of approximately \$230,000 to hire their own staff – works out to approximately 3 or 4 staff per Councillor. The position levels of the staff are Executive Assistant, Constituency Assistant, Administrative Assistant Level 2, Administrative Assistant Level 1 and Councillors' Aide (summer student). Councillors are responsible for recruiting their own staff and determining the level of compensation as long as it falls within salary range of each job classification. City Clerk's Office provides day-to-day operational support and advice to Councillors regarding the management of their staff and assists Councillors in meeting any City legislative obligations as employers.⁶ 33 FTEs dedicated to Council Services. Approved Budget for Councillors' Office in 2018 is approximately \$1.4 million, approximately \$890,000 of that Budget is dedicated to personnel costs.⁷ 	<ul style="list-style-type: none"> For coverage of administrative duties (answering inquiries from constituents, etc.) while members of Council are away on any type of leave of absence, the staff in the Councillors' Office handle these duties. There is typically no passing off of duties onto another member of Council for handling. No one may perform duties specific to the elected office, such as attending Council meetings on a member's behalf.
London	<ul style="list-style-type: none"> Each ward Councillor receives a budget pursuant to the Councillors' Ward Allowance Fund Policy ("CWAF") to be used for various expenditures, including the hiring of Councillors' Assistants. Councillors' assistants hired under the CWAF are considered to be contract employees who report directly to the hiring Councillor and are not considered to be employees of the City. The City Clerk administers the financial aspects of the CWAF such as directing payment of expenditures under the Policy, providing advice on transactions under the Policy, etc. In addition to assistants hired under the CWAF, there is an Office of the Councillors which is part of City Clerk's Office consisting of a Council Liaison Officer and a Receptionist (2 FTEs).⁸ 	<ul style="list-style-type: none"> Generally, coverage is a collaborative effort between Councillors' administrative staff and other Councillors.⁸
Winnipeg	<ul style="list-style-type: none"> The only members of Council who have political staff are the Mayor of Montreal (the City Mayor), the members of the Executive Committee and each Borough Mayor. All other members of Council have access to administrative staff or staff provided by a political party if they are affiliated with one.¹⁰ 	<ul style="list-style-type: none"> Councillors' Assistants typically provide administrative support but may not attend to any political duties on behalf of a Councillor (i.e., attending Council/Committee meetings on behalf of the elected official). Typically, another Councillor would not cover. The Council Liaison Officer and the City Clerk's Office are also available to assist.
Montreal	<ul style="list-style-type: none"> No other members of Council cover for each other. 	<ul style="list-style-type: none"> Coverage of administrative duties (answering inquiries from constituents, etc.) while members of Council are away on any type of leave of absence is covered by administrative or political staff.

⁶ Source: City Clerk's Office, City of Toronto and the City of Toronto's Human Resources Management and Ethical Framework of Members' Staff Policy found at: <https://www.toronto.ca/city-government/council/policies-and-guidelines/human-resources-management-and-ethical-framework-for-members-staff/>

⁷ See City of London's 2016 – 2019 Budget Summary Document: <https://www.london.ca/city-hall/budget-business/budget/Documents/Council%20Approved%202016-2019%20Budget%20Summary%20Document.pdf>, pgs 170 & 195

⁸ Source: City Clerk's Office, London

⁹ Sources: City Clerk's Office, City of Winnipeg and City of Winnipeg's Councillors' Ward Allowance Fund Policy

¹⁰ Source: Mayor's Office, City of Montreal

Common Practices – Supports Available for Councillors

City	Administrative Support for Councillors	Supports Available During a Leave of Absence
Halifax	<ul style="list-style-type: none"> A Councillors Support Office exists with a number of administrative staff to provide support to Councillors. All administration and budgetary support is centralized in the City Clerk's Office.¹¹ 	<ul style="list-style-type: none"> When a member of Council is away on a leave of absence, coverage of the member's administrative duties are typically handled by the Councillors' Coordinator but if it involves an issue that requires input from an elected official, another member of Council is consulted. Usually, the other member of Council consulted comes from the neighbouring district to the one where the absent member represents.
Regina	<ul style="list-style-type: none"> 1 full-time Councillors' Assistant in the City Clerk's Office. Each Councillor receives an annual budget of \$10,000 to cover travel and other communications expenses. In addition to receiving a communications budget, each Councillor receives an annual budget of \$3,800 to cover home and business office services (i.e., computer equipment, office supplies, etc.).¹² 	<ul style="list-style-type: none"> One member of Council recently took a paid leave of absence. Support for administrative duties was provided by fellow members of Council.

¹¹ Source: City of Halifax website: <https://www.halifax.ca/city-hall> and communication from the City Clerk's Office

¹² Source: City Clerk's Office, City of Regina

Utilization of Contingency Fund – Support for City Councillors

Recommendations

That the Governance and Priorities Committee recommend to City Council that the \$21,000 contingency fund be utilized for the following:

- (a) Hiring of temporary administrative staff for the City Clerk's Office to assist with coverage in the event of a leave of absence of a Councillor; and
- (b) Reimbursement of reasonable expenses incurred by City Councillors, upon submittal of a receipt, travelling or attending events pertaining to City Council business for the care of dependents (which would include child care and care for other dependent immediate family members) where the costs of care would not be covered by the conference or event, or where no other options are available to the Councillor for arrangement of care.

Topic and Purpose

The purpose of this report is to provide the Governance and Priorities Committee ("GPC") with various options for utilization of the \$21,000 contingency fund to be allocated in the 2019 Business Plan and Budget (the "2019 Budget") for additional support for City Councillors.

Report Highlights

1. There are no legislative requirements which restrict City Council's options in setting parameters of use for the \$21,000 contingency fund.
2. Research of common practices shows that there are other jurisdictions across Canada that specifically allow members of Council to be reimbursed for childcare expenses incurred while attending to Council business.
3. Research of common practices shows that other jurisdictions across Canada do not appear to specify reimbursement of expenses related to costs of care of other dependents outlined in formal policy.

Strategic Goals

This report supports the Strategic Goals of Continuous Improvement and Quality of Life by: (1) providing information to consider in the development of policy that supports diversity, inclusion and equity in civic politics; and, (2) providing recommendations that attempt to reduce barriers to participation and ensure continuation of duties for members of Council.

Background

The GPC considered a report from the Leadership Team Governance Subcommittee (the "Governance Subcommittee") at its public meeting held on April 23, 2018, which made several recommendations addressing absences and support for City Councillors. After consideration of this report, the GPC resolved:

- “1. That the Governance and Priorities Committee direct the Administration to include the following in the 2019 Business Plan and budget:
 - a. Approximately \$88,000 for an additional Councillors’ Assistant position;
 - b. Approximately \$21,000 for contingency to be used as additional support for Councillors should it be required.
2. That the Governance and Priorities Committee recommend to City Council that the Administration be directed to conduct a comprehensive analysis of the Legislative Budget including consideration of establishing an Office of the Councillors and other budgeting models for Councillors;
3. That the Administration report further regarding utilization of the contingency fund, including expenses such as those related to childcare or eldercare while on civic business; and
4. That the Administration report back on pursuing legislative changes to accommodate parental leave, eldercare leave and any other leave, as appropriate, without a vote in Council.”

This report provides recommendations with respect to Resolution #3.

Report

Legislative Requirements

City Council resolved to include approximately \$21,000 in the 2019 Budget as a contingency to provide additional support for Councillors should it be required. There are no legislative requirements that restrict Council in setting parameters for use of this contingency fund.

Common Practices

The Governance Subcommittee reviewed other jurisdictions across Canada in order to provide City Council with various options for consideration in setting the parameters of use for the contingency fund. The following is a summary of findings:

- Childcare expense reimbursement for Councillors is an expense provided for by a few municipalities across Canada. For example, it was found that the following municipalities provide for reimbursement of childcare expenses to Councillors in their expense policies or Council remuneration bylaws:
 - Whitehorse: *The Council Remuneration Bylaw and Council Expense Policy*:
 - Entitles the Mayor to time off with pay for periods of absence of three working days or less for illness, accident, medical, dental and optical appointments or an illness of a member of the Mayor’s immediate family.
 - Entitles Councillors with dependents living in their home who are younger than 13 years of age to claim a childcare allowance for all official meetings of Council. Official meetings include Standing Committee and regular Council meetings, senior management

- meetings, training related to City business and all local meetings, events or business functions where Council or the Mayor and the City Manager requires the attendance of Council members. The childcare allowance is set at an hourly rate equal to the established Yukon hourly minimum wage at the time the claim is made.
- The amount of eligible annual expenditures is \$3,750 and included in that amount is a \$300 annual allocation for miscellaneous expenses that do not require approval of the Mayor, City Manager or Council.
 - St. Albert: *The Council Remuneration and Expense Reimbursement Policy*:
 - Entitles Council members to claim for reimbursement of “reasonable expenses” for childcare that support attendance at Council and Committee meetings.
 - Montreal¹:
 - Councillors each receive an annual expense budget. The amount each receives is approximately \$15,000-\$16,000 and appears to be dependent upon what type of Councillor they are – City Councillor or Borough Councillor – and what type of duties they perform (for example, what committees they sit on). Councillors are expected to use this money, among other types of expenses, to pay for childcare required in order for participation in Council meetings or attending to Council business.
 - With respect to reimbursement of expenses incurred for care of other dependent relatives, such as elderly family members or immediate family members with special needs, Councillor expense policies across Canada appear to be silent. However, some expense policy provisions in other jurisdictions appear to be set out broadly enough where it could be interpreted to include reimbursement of expenses related to other dependent care. For example, St. Albert’s *Council Remuneration and Expense Reimbursement Policy* with respect to Official Duties (at section 30) states “Council members will be reimbursed for expenses related to participation and attendance at local, regional and provincial events and meetings, either in an official or unofficial capacity.” As outlined above, in Montreal, it appears that Councillors simply receive budget funds to be used for expense reimbursement. Councillors there are simply expected to use this money to cover expenses incurred while attending to their official duties. Further, as outlined in the Governance Subcommittee’s April 23, 2018 report attached hereto as Attachment 1, Quebec legislation allows paid leaves of absence for members of Council to care for a dependent family member. Given this, an argument could be made that even though common practices appear to be

¹ See: Riga, Andy, “On Montreal city council, it pays to be in certain boroughs, and a certain gender”, *Montreal Gazette*, November 25, 2015, found at: <https://montrealgazette.com/news/local-news/on-montreal-city-council-it-pays-to-be-in-certain-boroughs-and-a-certain-gender>, retrieved on September 13, 2018.

mostly silent regarding reimbursement of costs associated with care of other dependent immediate family members, and given that there are no legislative restrictions impeding City Council on deciding how this contingency fund could be utilized, Saskatoon City Council could allow these types of expenses to be covered by the contingency fund as outlined in the Recommendations.

- The use of Councillor expense funds to reimburse Councillors for hiring of staff, or the use of a ward budget to hire support staff, is a common practice in municipalities across Canada. This was previously reported on in the Governance Subcommittee's report of April 23, 2018, which is attached to this report as Attachment 1. As City Council resolved in April 2018 to include funding for an additional full-time Councillors' Assistant position in the City Clerk's Office in the 2019 Budget, and expressed concern about adequate supports available, it is reasonable that the contingency fund should be used to hire any additional staffing that may be required should a Councillor need to take an extended leave of absence to alleviate any strain on the dedicated full-time staff in the City Clerk's Office. This will be for the 2019 Budget only. Council can expect to receive a further report in response to Recommendation 2 which will address this Budget item past the 2019 Budget.

Options to the Recommendation

The Governance and Priorities Committee could amend the Governance Subcommittee's recommendation to:

1. Recommend to City Council that additional parameters for use of this contingency fund be added in conjunction with what is recommended in this report.
2. Or, City Council could resolve that the contingency fund be used only for additional administrative staff, or for reimbursement of childcare expenses, or for reimbursement of expenses related to other dependent family care, or any combination of same.

Public and/or Stakeholder Involvement

This report forms part of a public agenda to which citizens may submit written comment or requests to speak to the matter.

Policy Implications

Potential creation of a policy may be necessary in the future once Council has considered the reporting in response to Recommendation 2 as discussed in this report.

Financial Implications

There may be future financial considerations beyond what City Council has decided for the 2019 Budget which will be included in future reporting related to this matter.

Other Considerations/Implications

There are no options to the recommendation, policy, financial, environmental, privacy, or CPTED implications or considerations.

Public Notice

Public notice is required for consideration of this matter, pursuant to section 3(m) of Policy No. C01-021, *Public Notice Policy*. Public Notice was given on November 10, 2018.

Attachment

1. Governance Subcommittee's report to GPC dated April 23, 2018

Report Approval

Written by: Candice Leuschen, Executive Assistant to the City Solicitor
Reviewed by: Joanne Sproule, City Clerk
Mike Jordan, Director of Policy & Government Relations
Approved by: Patricia Warwick, City Solicitor

Admin Report – Utilization Contingency Fund.docx
Our File: SO 102.0509



GOVERNANCE AND PRIORITIES COMMITTEE

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

At its Regular Business meeting held on November 19, 2018, City Council made appointments to various Boards, Commissions and Committees.

Consideration of some appointments were deferred to the December meeting and remaining vacancies were re-advertised in the local press, on the City's website, and communicated via social media, with an extended deadline of November 16, 2018.

Your Committee has considered the outstanding appointments and related matters and submits the attached recommendations 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 (December 10, 2018) to City Council December 17, 2018

Saskatoon Freeway – Steering Committee (File No. CK. 215-6)

That Councillor Randy Donauer be appointed to the Saskatoon Freeway – Steering Committee for a three year term.

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

That Mr. Ali Abukar be appointed to the Diversity, Equity and Inclusion Advisory Committee as the Saskatoon Open Door Society representative to the end of 2020.

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

That the City Clerk re-advertise for the three remaining vacancies on the Committee (one Youth and two First Nations or Métis Community representatives).

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

1. That Ms. Maryann Yeomans be appointed to the Public Art Advisory Committee to the end of 2020; and
2. That the City Clerk re-advertise for the two remaining vacancies on the Committee (one Citizen and one First Nations or Métis Community representative).

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

1. That Ms. Danae Mack be appointed to the Saskatoon Accessibility Advisory Committee as the Canadian National Institute for the Blind (CNIB) representative to the end of 2020;
2. That Ms. Ann Wesdale be appointed to the Saskatoon Accessibility Advisory Committee as the Saskatchewan Deaf and Hard of Hearing Services representative to the end of 2020; and
3. That the City Clerk re-advertise for the three remaining vacancies on the Committee (Citizen, Youth and Senior representatives).

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

That confirmation of the proposed appointee to the Saskatoon Environmental Advisory Committee be deferred to the January 2019 meeting of the Governance and Priorities Committee, pending receipt of further information.

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

That confirmation of the proposed appointee to the Albert Community Centre Management Committee be deferred to the January 2019 meeting of the Governance and Priorities Committee, pending receipt of further information.

Civic Naming Committee (File No. CK. 225-66)

That consideration of appointments to the Civic Naming Committee be further deferred to the January 2019 meeting of the Governance and Priorities Committee.

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

1. That Councillor Sarina Gersher be reappointed to the Marr Residence Management Board for 2019;
2. That Mr. Andrew Whiting be appointed to the Marr Residence Management Board as the Meewasin Valley Authority representative to the end of 2020; and
3. That the City Clerk re-advertise for the two vacancies on the Board.

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

1. That Mr. Paul Jaspar and Ms. Joan White be reappointed to the Municipal Review Commission to the end of 2022;
2. That Ms. Linda Moulin and Ms. Jennifer Lester be reappointed to the Municipal Review Commission to the end of 2020;
3. That the City Clerk re-advertise for the remaining vacancies on the Commission; and
4. That the Administration undertake a review of Bylaw No. 9242, *The Saskatoon Municipal Review Commission Bylaw, 2014*, and report further.

Board of Police Commissioners (File No. CK. 175-23)

That the following be reappointed to the Board of Police Commissioners for 2019:

- Ms. Jyotsna Custead
- Mr. Kearney Healy
- Ms. Darlene Brander; and
- Ms. Carolanne Inglis-McQuay

Centennial Auditorium & Convention Centre Corporation Board of Directors (TCU Place) (File No. CK. 175-28)

1. That the City's representative be instructed to vote the City's proxy for the (re)appointment of the following to the Centennial Auditorium and Convention Centre Board of Directors throughout a term expiring at the conclusion of the 2020 Annual General Meeting:
 - Mayor Charlie Clark
 - City Manager Jeff Jorgenson
 - Councillor Zach Jeffries
 - Councillor Bev Dubois; and
2. That the City's representative be instructed to vote the City's proxy for the (re)appointment of the following to the Centennial Auditorium and Convention Centre Board of Directors throughout a term expiring at the conclusion of the 2021 Annual General Meeting:
 - Mr. Brian Bentley
 - Ms. Jocelyn Kost
 - Mr. Trevor Maber
 - Mr. Ross Johnson
 - Mr. Trevor Batters

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

1. That the City's representative be instructed to vote the City's proxy at the 2019 Annual General Meetings for the reappointment of Councillors Cynthia Block and Mairin Loewen to the Remai Modern Art Gallery of Saskatchewan and Saskatoon Gallery and Conservatory Corporation Boards of Directors throughout a term expiring at the conclusion of the 2020 Annual General Meetings;
2. That consideration of citizen appointments to the Remai Modern Art Gallery of Saskatchewan and Saskatoon Gallery and Conservatory Corporation (Mendel Art Gallery) Board of Trustees be further deferred to the January 2019 meeting of the Governance and Priorities Committee; and
3. That a working group be created comprised of three members of the Remai Modern and three members of City Council, with Councillors Bev Dubois, Mairin Loewen, and Ann Iwanchuk appointed as City Council's representatives.

Saskatchewan Place Association Inc. (SaskTel Centre) Board of Directors (File No. CK. 175-31)

1. That the City's representative be instructed to vote the City's proxy at the 2019 Annual General Meeting for the reappointment of Councillors Troy Davies and Ann Iwanchuk to the SaskTel Centre Board of Directors throughout a term expiring at the conclusion of the 2020 Annual General Meeting; and
2. That the City's representative be instructed to vote the City's proxy at the 2019 Annual General Meeting for the (re)appointment of the following to the SaskTel Centre Board of Directors throughout a term expiring at the conclusion of the 2021 Annual General Meeting:
 - Mr. Blair Davidson
 - Ms. Corina Farbacher
 - Mr. Paul Jaspar
 - Ms. Leanne Johnson
 - Mr. Mark Arcand
 - Mr. Bryan McCrea
 - Mr. Todd Peterson

Saskatoon Public Library Board (File No. CK. 175-19)

That the following be (re)appointed to the Saskatoon Public Library Board to the end of 2020:

- Mr. Nicholas Kaminski
- Ms. Robyn Robertson
- Mr. John Thronberg
- Ms. Brett Bradshaw

**City Mortgage Appeals Board / Access Transit Appeals Board
(File Nos. CK. 175-54 and 225-67)**

1. That Ms. Leslee Harden, Ms. Gloria Jorgenson, Mr. Julio Davila, and Mr. Shawn Rempel be reappointed to the City Mortgage Appeals Board and Access Transit Appeals Board to the end of 2020; and
2. That the City Clerk re-advertise for the one remaining vacancy.

Cheshire Homes (Management) Board of Directors (File No. CK. 225-64)

1. That consideration of appointment to the Cheshire Homes Board of Directors be further deferred to the January 2019 meeting of the Governance and Priorities Committee; and
2. That the Administration provide further information with respect to the appointment.

Partners for the Saskatchewan River Basin (File No. CK. 225-64)

1. That consideration of appointment to the Partners for the Saskatchewan River Basin be deferred to the January 2019 meeting of the Governance and Priorities Committee; and
2. That the Administration provide further information with respect to the appointment.

Saskatoon Airport Authority (File No. CK. 175-43)

1. That Mr. David Weger be nominated as a Member and Director of the Saskatoon Airport Authority throughout a term expiring at the conclusion of the 2022 Public Annual Meeting of the Corporation, which will be held prior to May 15, 2022; and
2. That the Administration provide further information with respect to appointments to the Saskatoon Airport Authority.



GOVERNANCE AND PRIORITIES COMMITTEE

Terms of Reference – Personnel Subcommittee

Recommendation of the Committee

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

History

At its meeting held on September 24, 2018, City Council made its appointments to the Personnel Subcommittee.

The Governance and Priorities Committee, at its meeting held on December 10, 2018, reviewed the Terms of Reference for the Subcommittee.

Attachment

Terms of Reference – Personnel Subcommittee



Terms of Reference Personnel Subcommittee

Mandate

The mandate of the Personnel Subcommittee, in accordance with the requirements of *The Cities Act*, Bylaw No. 9170, *The Procedures and Committees Bylaw, 2014* and Bylaw No. 8174, *The City Administration Bylaw, 2003*, is the following:

1. With respect to the City Manager:
 - create/modify the job description for the position as required and make recommendations to the Governance and Priorities Committee for approval;
 - develop a recruitment strategy for any vacancy for recommendation to the Governance and Priorities Committee for approval;
 - negotiate salary and other terms of employment and make recommendations through the Governance and Priorities Committee for approval by City Council;
 - develop a performance review plan and make recommendations to the Governance and Priorities Committee for approval;
 - perform an annual performance review and report the results of same to the Governance and Priorities Committee; and
 - provide a forum for discussion of employment issues.
2. With respect to the City Solicitor:
 - create/modify the job description for the position as required and make recommendations to the Governance and Priorities Committee for approval;
 - develop a recruitment strategy for any vacancy for recommendation to the Governance and Priorities Committee for approval;
 - negotiate salary and other terms of employment and make recommendations through the Governance and Priorities Committee for approval. Any salary adjustments for the City Solicitor are to be approved by City Council as part of the budget approval process;
 - develop a performance review plan and make recommendations to the Governance and Priorities Committee for approval;
 - perform an annual performance review and report the results of same to the Governance and Priorities Committee; and
 - provide a forum for discussion of employment issues.

3. With respect to the City Clerk:

- create/modify the job description for the position as required and make recommendations to the Governance and Priorities Committee for approval;
- develop a recruitment strategy for any vacancy for recommendation to the Governance and Priorities Committee for approval;
- negotiate salary and other terms of employment and make recommendations through the Governance and Priorities Committee for approval. Any salary adjustments for the City Clerk are to be approved by City Council as part of the budget approval process;
- develop a performance review plan and make recommendations to the Governance and Priorities Committee for approval;
- perform an annual performance review and report the results of same to the Governance and Priorities Committee; and
- provide a forum for discussion of employment issues.

Establishment

City Council established the Personnel Subcommittee to be a standing committee of Council by resolution at its Regular Business Meeting of March 27, 2017.

Composition

The Mayor
3 City Councillors

Appointment and Term

City Council shall make appointments to the Personnel Subcommittee annually.

Reporting

The Personnel Subcommittee shall report to City Council through the Governance and Priorities Committee.

Meetings

The Personnel Subcommittee will meet as required to carry out its mandate.

Meeting Support

The City Clerk will provide meeting support services for the Personnel Subcommittee when it is dealing with matters pertaining to the City Manager or the City Solicitor.

The City Solicitor will provide meeting support services for the Personnel Subcommittee when it is dealing with matters pertaining to the City Clerk.

Additional Support

The City Manager may, from time to time and as requested by the Personnel Subcommittee, provide members of the Administration to support and provide expert advice to the Personnel Subcommittee.

The City Solicitor and the City Clerk may, from time to time and as requested by the Personnel Subcommittee, provide expert advice and support to the Personnel Subcommittee.

Resource Documents

[*The Cities Act*](#)

[*Bylaw No. 8174, The City Administration Bylaw, 2003*](#)

[*Bylaw No. 9170, The Procedures and Committees Bylaw, 2014*](#)



GOVERNANCE AND PRIORITIES COMMITTEE

Considerations for Sister City or Twinning Relationships

Recommendation of the Committee

1. That the report of the City Manager dated December 10, 2018 be shared with the Boards of SREDA and Tourism Saskatoon for comment on pursuing such framework;
2. That the Administration be directed to work on a framework for Sister Cities or Twinning Relationships; and
3. That the Canadian Consulate in Chicago be notified that the City of Saskatoon is not currently prepared to establish a Sister City or Twinning relationship with Madison Wisconsin; however, will provide an update once a more formal framework is established.

History

The Governance and Priorities Committee, at its meeting held on December 10, 2018, considered a report from the Administration regarding the above.

Attachment

Report of the City Manager dated December 10, 2018

Considerations for Sister City or Twinning Relationships

Recommendation

That the report of the City Manager dated December 10, 2018 be received as information.

Topic and Purpose

The City of Saskatoon has been approached by the Canadian Consulate in Chicago to establish a “sister city” or “twinning” relationship with Madison, Wisconsin. Given this request, the purpose of this report is to provide information on possible approaches to establish and manage sister city or twinning relationships.

Report Highlights

1. The City of Saskatoon currently has three sister city or twinning relationships, with the most recent one established in 1991.
2. Research reveals that there are two general approaches with respect to sister city or twinning relationships: (a) the friendship approach; and (b) the economic development approach.
3. Research reveals that there appears to be a mixed approach to managing sister city or twinning relationships by Canadian cities.
4. Cities that have established more robust sister city or twinning relationships have adopted policy and governance frameworks that consider several factors.

Background

At its August 27, 2007, meeting, the Executive Committee considered a report from the City Manager entitled “Policy Regarding Twinning Relationships”. The report highlighted the arrangements and experiences that major Canadian cities, other than Saskatoon, have had with respect to twinning relations with international cities. Based on input from other cities, the report concluded, among other things, that:

- twinning with other cities can be costly, and does consume a lot of administrative time;
- when a request for twinning is made, the proponent should be asked to submit a written formal proposal, including a cost-benefit analysis of the proposed relationship; and
- while the City can support cultural exchanges, the initiative should be undertaken by the appropriate group involved.

Based on these conclusions, the Committee resolved:

“that there be no formal twinning policy, and that individuals who write to the City requesting a twinning arrangement be asked to submit a business plan and cost benefit analysis of the twinning, in order that the City can analyze the benefits of twinning.”

Report

Existing Sister City or Twinning Relationships

According to City archives, the City of Saskatoon currently has three sister city or twinning relationships, with the most recent one established in 1991:

- Chernivtsi, Ukraine (1991)
- Shijiazhuang, China (1985)
- Umea, Sweden (1975)

The Umea relationship appears to be established from a University student exchange program. The other two represent friendship agreements.

Proposed Sister City or Twinning Relationship

As noted, the City of Saskatoon has been approached to consider establishing a sister city or twinning relationship with Madison, Wisconsin. Madison has adopted a comprehensive sister cities framework, and has established a “Sister City Program” with nine different cities.

Attachment 1 provides a brief profile of Madison, its sister cities program, and the State of Wisconsin’s trading relationship with Saskatchewan. The attachment indicates that Madison and Saskatoon have similar population sizes, median ages, and median household incomes. According to 2017 data, the trade in goods between Saskatchewan and Wisconsin exceeded \$800 million.

General Approaches for Establishing Sister City or Twinning Relationships

Generally, there are two types of models that municipalities have adopted with respect to establishing sister city or twinning relationships:

- 1) those that focus on cultural or friendship relationships; and
- 2) those that focus on economic development relationships.

The cultural or friendship approach is based on customary ties, ethnicity, language or related criteria. It is typically associated with Sister Cities International, a non-profit organization dedicated to promoting and fostering such relationships. According to the research, this is the traditional and most common approach for sister city relationships. It is also the one that has been used in Saskatoon.

The economic development approach, by contrast, focuses on investment and takes a more business-driven approach to the relationship. However, the economic benefits of sister city relationships are very difficult to measure because of the lack of local data, and confidentiality about investments, etc. Research does indicate that they may be useful for activities such as establishing business contacts and increasing tourism, but they do not necessarily result in new investments or expanded trade in goods and services.

In some cases, cities have adopted both approaches. For example, the City of Toronto has a dual approach under its International Alliance Program (IAP). It has “friendship

cities” that are driven by the community with endorsement from the City through a Council representative. Official activities include preparing official letters of greeting and flag-raising ceremonies on dates of significance to the friendship city.

It also has “partnership” cities that focus heavily on economic development goals such as building business links, increasing Toronto’s profile, cultural exchanges, and promoting trade. Toronto undertakes a detailed evaluation to determine the appropriate fit under this category, such as building economic links and attracting business and investment.

The City of Calgary has six sister city relationships. Its policy was reviewed in 2005. Sister city relationships are established on formal analysis of the economic affiliation benefits and local private sector support with business interest, or potential business interest in the proposed area. The main impetus of the relationship must be generated from a community organization, and a genuine, long-term interest must be expressed from both cities.

Managing the Sister City or Twinning Relationship

As noted in the background section to this report, the City of Saskatoon does not have a formal policy or governance structure with respect to managing sister city or twinning relationships. A review of various Canadian cities reveals a mixed approach to managing these relationships.

Some cities (e.g. Calgary and Toronto) have adopted formal policies, and/or established appropriate governance structures to manage the relationships. In such cases, these cities also dedicate human and financial resources to managing these relationships. Others have implemented governance structures only, with or without dedicated financial and human resources. Some cities (e.g. Edmonton and London) are in the process of undertaking reviews to explore this concept in a more comprehensive way.

Despite the adoption of such policies or structures, very few Canadian cities have established new sister city or twinning relationships in recent years. In fact, both Vancouver and Edmonton have a moratorium on adding new relationships. The most recent Canadian example appears to be a twinning of the City of Montreal and the City of Dublin, Ireland in 2016.

Where policies and governance structures do exist, they typically place responsibility with either one of, or a combination of, the following:

- the Mayor’s Office;
- advisory committee;
- protocol office;
- economic development agency; and/or
- not-for-profit organizations.

For example, Calgary’s policy places responsibility for managing relationships with the Mayor and Calgary Economic Development. Toronto places responsibility with the Economic Development division and Protocol Office. In Vancouver, the relationships are

managed by the External Relations and Protocol Department. In Hamilton, the relationships are managed by a Council mandated advisory committee, called the “Hamilton Mundialization Committee”.

Despite having three long-standing sister city or twinning relationships, Saskatoon has not established the appropriate governance structure, including the financial and human resources to manage these relationships. As a result, there is no tangible way to measure any benefits of them. Essentially, these relationships are more symbolic and likely offer intangible benefits.

Thus, under the City’s existing approach, it would not be beneficial to Saskatoon or other cities if a new twinning arrangement were established without the appropriate policy framework, governance structure, and resource plan in place to manage the relationship. That said, if City Council is interested in pursuing new sister city or twinning relationships then it needs to contemplate what it wants to achieve from them.

Key Considerations for Sister City or Twinning Relationships

Cities that have established more robust sister city or twinning relationships have adopted policy and governance frameworks that give consideration to several factors. In other words, what criteria should be used to determine which sister city or twinning opportunities to pursue?

- What are the outcomes? What are the reasons that the City should consider in accepting an opportunity to twin? How does a city evaluate whether an opportunity was successful? Are they economic, cultural, trade, joint-ventures, knowledge transfers, etc.?
- Who needs to lead and manage the relationship(s)? Does responsibility for the program belong to City Council, the Mayor, City Administration, an external agency, community organizations, or a combination of them?
- How should decisions be made and who needs to be part of the decision-making process?
- What resources are required? What commitments are required to fulfill a twinning agreement? How much time is involved? What are the financial and human resource costs to manage the relationship(s)?
- How long should these relationships last? Should sister city or twinning relationships last for a specified period of time? Or should they be open-ended and last forever? What is the process to renew or end a relationship?

According to the research, there may be some benefits that result from a sister city or twinning relationship. However, these benefits are likely to materialize through a sustained commitment on the part of a municipality. This may require a defined policy framework with strong selection criteria, an appropriate governance structure, and adequate financial and human resources allocated to managing the relationships.

Policy Implications

Because City Council does not have an existing policy with respect to sister cities or twinning relationships, there are no policy implications at this time. If City Council wants

Considerations for Sister City or Twinning Relationships

to change from the status quo approach, then it may be possible that a formal policy will be required.

Financial Implications

There are no financial implications resulting from this report.

Other Considerations/Implications

There are no additional communication, environmental, privacy, or CPTED implications or considerations resulting from this report.

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.

Attachment

1. Profile of Madison, Wisconsin

Report Approval

Written by: Mike Jordan, Director of Policy & Government Relations

Approved by: Jeff Jorgenson, City Manager

Admin Report - Considerations for Sister City or Twinning Relationships.docx

Profile of Madison Wisconsin

Key Features of Madison Wisconsin

Madison is the capital of the state of Wisconsin. According to the most recent statistics, Madison has a population of approximately 255,000, making it the second-largest city in Wisconsin, after Milwaukee, and the 82nd-largest in the United States. It has a median age of approximately 31 years, and a median household income of over \$61,000 (\$US). These statistics relate closely to Saskatoon's.

The Wisconsin state government and the University of Wisconsin–Madison are the two largest employers in the City. In terms of employment by industry, however, educational services; health care services; and professional, scientific, and technical services are the three largest industries in Madison.

Madison is home to companies such as Spectrum Brands (formerly Rayovac), Alliant Energy, the Credit Union National Association (CUNA), and Sub-Zero & Wolf Appliance. The city also has a growing technology sector with companies such as Google and Microsoft having a presence in Madison.

Sister Cities Program

In 1998, the City of Madison established a Sister City Program. Currently, Madison has nine sister cities, but none are Canadian cities:

- Ainaro, East Timor (2002)
- Arcatao, El Salvador (1986)
- Camagüey, Cuba (1994)
- Freiburg, Germany (1988)
- Kanifing, The Gambia (2016)
- Mantova, Italy (2001)
- Obihiro, Japan (2003)
- Vilnius, Lithuania, (1988)
- Tepatitlán, Mexico (2012)

According to the City of Madison it:

Has established and supports Sister City relationships in the belief that person-to-person ties are the strongest and to work for peace and better understanding of all cultures. Sister City relationships are created to develop lasting friendships on the human level and to provide a forum for the exchange of ideas and views.¹

For more on Madison's approach to sister cities, see Appendix A.

¹ For more see <https://www.cityofmadison.com/mayor/documents/SisterCityQ%26A.pdf>

Saskatchewan's Economic Relationship with Wisconsin

One of the most appropriate ways to examine the economic relationship between two jurisdictions is to look at the terms of trade. Although there is no data on the trade between Saskatoon and Madison specifically, we can analyze the trading relationship between Saskatchewan and Wisconsin to gain an understanding of this relationship.

According to Canada's Trade Data Online, Saskatchewan and Wisconsin have a reciprocal trading relationship that exceeds \$800 million (in 2017). In terms of all Saskatchewan exports to the United States, Wisconsin ranks 14th. More specifically, Saskatchewan companies exported over \$369 million worth of products to Wisconsin in 2017. This accounted for 2.4 percent of all exports to the United States. The bulk of these exports are potash, grains and seeds, and oil.

In terms of product imports, on the other hand, Saskatchewan companies imported over \$436 million worth of products from Wisconsin in 2017. This accounted for about 4.5 percent of all imports from the United States. The bulk of these products are machinery and equipment used largely in agriculture and mining.

Appendix A: Selected FAQs about Madison's Sister Cities Program

What are the guidelines for starting a Sister City Program?

There shall exist, areas of mutual interest and involvement with the prospective city in the areas of culture, business, technology, education, agriculture, sports or humanitarian goals.

There should be evidence of strong, diverse, local community support for the prospective Sister City relationship in order to assure an adequate financial base and ongoing interest in exchanges.

There should be an active local organization to support and commit to the creation of a committee and its work.

How does one apply to become a Sister City?

In 2011, the City of Madison Sister City Coordinating Committee was established with the primary purpose to coordinate Sister City activities. The committee was also charged with reviewing applications of proposed Sister City Relationships and passing their recommendations onto the City Council for action.

The Madison Committee, prior to consideration of the proposed sister city, shall meet the following conditions:

- Shall have a formal structure with officers and appropriate subcommittees.
- Shall submit to the Sister City Coordinating Committee a work plan including activities and goals, accompanying the proposed resolution requesting an official Sister City relationship, showing how the activities of the committee will further the objectives of the Sister City Program for the next 12 months, as well as a report on all activities the committee has been involved in during the previous 12 months.
- Shall present to the Sister City Coordinating Committee, a budget for the first year's activities following the request for a formal affiliation, showing the funds available to meet the budget requirements and indicating how the committee plans to fund its activities in the future. There shall be a counterpart organization in the prospective sister city, with which, the Madison Committee has corresponded and obtained a written agreement concerning affiliation; or the Madison committee must have obtained a positive written indication from the government of the foreign city that a sister city relationship would be welcome within a period of two years following approval of the Madison City Council of the Sister City relationship.

What are the responsibilities of a recognized Sister City Program?

Submit to the Sister City Coordinating Committee annual work plans/activities. As part of annual plan, provide specific plans for citizen participation in committee planning and trips

Make arrangements for all trips, activities, events, ceremonies, documents and gift selection and assume responsibility for related expenses and payments

Take steps to achieve formal status as tax exempt organization (IRS 501©3 designation) within a two-year period following approval of the Madison City Council of the Sister City Relationship. Tax exempt status must be maintained as long as the sister city relationship is determined to be active by the Sister City Coordinating Committee.

Clear all requests for functions involving Mayoral, members of the City Council or City Staff appearances with the Mayor's Office.

Proposed 2019 Rate and Fee Increases

Recommendations

1. That City Council consider Bylaw No. 9546, *The Animal Control Amendment Bylaw, 2018 (No. 2)*.
2. That City Council consider Bylaw No. 9547, *The Cemeteries Amendment Bylaw, 2018*.
3. That City Council consider Bylaw No. 9550, *The Waste Amendment Bylaw, 2018*.
4. That City Council consider Bylaw No. 9551, *The Building Amendment Bylaw, 2018 (No. 2)*.
5. That City Council consider Bylaw No. 9552, *The Plumbing Permits Amendment Bylaw, 2018*.

Topic and Purpose

The purpose of this report is to provide City Council with the following Bylaws:

1. Bylaw No. 9546, *The Animal Control Amendment Bylaw, 2018 (No. 2)*, which increases pet licensing fees for the years 2019 and 2020 effective January 1, 2019.
2. Bylaw No. 9547, *The Cemeteries Amendment Bylaw, 2018*, which implements City Council's decision to increase the cemetery fees for services provided at Woodlawn Cemetery effective January 1, 2019.
3. Bylaw No. 9550, *The Waste Amendment Bylaw, 2018*, which increases the commercial garbage collection rates effective January 1, 2019.
4. Bylaw No. 9551, *The Building Amendment Bylaw, 2018 (No. 2)*, which increases the building permit program fees for the years 2019-2022 effective January 1, 2019.
5. Bylaw No. 9552, *The Plumbing Permits Amendment Bylaw, 2018*, which increases the plumbing permit program fees for the years 2019-2022 effective January 1, 2019.

Report

At the 2019 Business Plan and Budget review meeting held on November 26, and November 27, 2018, City Council received a report of the CFO/General Manager, Asset & Financial Management, requesting approval to increase the pet licensing fees, the cemetery fees for services provided at Woodlawn Cemetery, the commercial garbage collection rates, the building permit program fees and the plumbing permit program fees all effective January 1, 2019. City Council resolved the fees and rates be increased as outlined in the CFO/General Manager's report and that the City Solicitor be requested to prepare the necessary bylaw amendments.

In accordance with City Council's instructions, we are pleased to submit the Bylaws for City Council's consideration.

Attachments

1. Proposed Bylaw No. 9546, *The Animal Control Amendment Bylaw, 2018 (No. 2)*.
2. Proposed Bylaw No. 9547, *The Cemeteries Amendment Bylaw, 2018*.
3. Proposed Bylaw No. 9550, *The Waste Amendment Bylaw, 2018*.
4. Proposed Bylaw No. 9551, *The Building Amendment Bylaw, 2018 (No. 2)*.
5. Proposed Bylaw No. 9552, *The Plumbing Permits Amendment Bylaw, 2018*.

Report Approval

Written by: Derek Kowalski, Solicitor

Approved by: Patricia Warwick, City Solicitor

Admin Report – Proposed 2019 Rate and Fee Increases.docx
Our File: 194.0688, 205.0343, 240.0059, 190.1537, 190.1538,

BYLAW NO. 9546

The Animal Control Amendment Bylaw, 2018 (No. 2)

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Animal Control Amendment Bylaw, 2018 (No. 2)*.

Purpose

2. The purpose of this Bylaw is to amend *The Animal Control Bylaw, 1999* to increase the fees for pet licensing, starting January 1, 2019 to December 31, 2020.

Bylaw No. 7860 Amended

3. Bylaw No. 7860, *The Animal Control Bylaw, 1999* is amended in the manner set forth in this Bylaw.

Schedule No. 1 Amended

4. Schedule No. 1 is repealed and is replaced with the schedule attached as Schedule "A" to this Bylaw.

Coming Into Force

5. This Bylaw shall come into force on January 1, 2019.

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. 9546**Schedule No. 1****Annual License Fees for Cats and Dogs****Effective January 1, 2019**

Cat not spayed or neutered	\$36.00
Cat under 12 months old	\$18.00
Cat spayed or neutered	\$18.00
Dog not spayed or neutered	\$58.00
Dog under 12 months old	\$29.00
Dog spayed or neutered	\$29.00

Effective January 1, 2020

Cat not spayed or neutered	\$40.00
Cat under 12 months old	\$18.00
Cat spayed or neutered	\$18.00
Dog not spayed or neutered	\$60.00
Dog under 12 months old	\$30.00
Dog spayed or neutered	\$30.00

BYLAW NO. 9547

The Cemeteries Amendment Bylaw, 2018

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Cemeteries Amendment Bylaw, 2018*.

Purpose

2. The purpose of this Bylaw is to amend Bylaw No. 6453, being *A bylaw of The City of Saskatoon to provide for the management and control of cemeteries within The City of Saskatoon*, to provide for changes in the fees charged for services rendered at Woodlawn Cemetery, starting January 1, 2019.

Bylaw No. 6453 Amended

3. Bylaw No. 6453 is amended in the manner set forth in this Bylaw.

Schedule “C” Amended

4. Schedule “C” is repealed and is replaced with the schedule attached as Schedule “A” to this Bylaw.

Coming Into Force

5. This Bylaw shall come into force on January 1, 2019.

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. 9547

SCHEDULE "C"

Woodlawn Cemetery Fee Schedule 2019

Interment Rights

Cemetery Plots

(including care and maintenance fund charges)

Casket

Adult casket grave	
New areas	\$1,750.00
Established areas	2,275.00
Jewish area	2,275.00
Field of Honour grave	1,790.00
Child grave (up to a 4 foot casket)	540.00
Infant grave (up to 30 days)	170.00

Cremation

Cremation only grave	
New areas	1,130.00
Established areas	1,290.00
University of Saskatchewan - Department of Anatomy	
Cremation only grave	210.00

Columbarium Niche (including care and maintenance fund charges)

Columbarium #3 - middle unit bottom half	2,965.00
Columbarium #3 - middle unit top half	3,350.00
Columbarium #4 & Columbarium #5	2,965.00
Private estate Columbarium Plot	4,760.00
Private estate Columbarium Plot	2,275.00

Cemetery Services

Opening and closing a grave (including interring human remains or cremated human remains)

Adult casket	1,380.00
Adult casket with funeral home supplied dome	1,735.00
Child casket (up to a 4 foot casket)	530.00
Infant (up to 30 days)	125.00
Cremated remains	595.00

Cremated remains with funeral home supplied vault	660.00
Two interment one opening including vault	900.00
Cremated remains - University of Saskatchewan	
- Department of Anatomy	575.00
Cremation interred with casket burial	260.00
Opening and closing a niche in a columbarium	
One interment in niche	260.00
Two interments in same niche	390.00
Handling and placement of casket or cremation urn	n/c

Memorialization Services

Constructing or installing a concrete foundation for a memorial

Base up to 42 inches	400.00
Base over 42 inches	760.00

Removing a concrete foundation for a memorial

215.00

Installing a flat marker

Up to 24 inches	230.00
Over 24 inches	290.00
Infant area only	120.00

Removing a flat marker

In-ground	145.00
In-concrete	305.00

Adding a concrete border around a flat marker in addition

to cost to install flat marker

235.00

Installing Field of Honour marker (in strip)

360.00

Lowering device rental charge

98.00

Supplying ground cover (greens)

n/c

Columbarium inscription

First inscription	510.00
Added inscription	395.00

Columbarium #3, 4, 5 Vase	125.00
Bronze marker refurbishing	210.00
Monument cleaning (power washing).....	95.00
Installing permanent in-ground vase (in concrete)	310.00
Deepening grave - Adult casket	650.00
Installing outside supplied burial vaults	395.00
Disinterring human remains or cremated human remains	
Standard casket disinterment (with or without vault)	2,270.00
Standard child casket disinterment.....	1,090.00
Standard infant casket disinterment	550.00
Standard cremains disinterment (with or without vault)	575.00
Columbarium disinterment.....	280.00
Winter surcharge (November 1 – March 15)	
Cremation	125.00
Adult casket.....	235.00
Additional services (additional cost for grave preparation/closing outside regular cemetery hours)	
Saturday surcharge (9:00 a.m. - 3:00 p.m.)	
Casket service	615.00
Cremation service.....	335.00
Sunday or statutory holiday surcharge (9:00 a.m. - 3:00 p.m.)	
Casket service	855.00
Cremation service.....	475.00
Late funeral surcharge	
Weekdays (per ½ hour after 4:00 p.m.)	155.00
Weekends and statutory holidays (per ½ hour after 3:00 p.m.)	155.00
Short notice opening (November 1 - March 15)	
Casket	240.00
Cremation	140.00
Administration fee.....	120.00

Providing and establishing sod 165.00

Tent rental 110.00

Cemetery Supplies

Interment vaults

Base and dome 615.00

Base only 105.00

Basic urn vault 105.00

Non-sealing concrete vault 1,250.00

Sealing concrete vault 1,450.00

Fibre dome 510.00

Oversized fibre dome 900.00

University of Saskatchewan monument & inscription 1,310.00

Memorials

Tree 765.00

Stand 250.00

Plaque 340.00

Memorial Bench (including plaque) 2,640.00

Care and Maintenance Fund Charges

Second and third generation burials..... 270.00

Second and third cremation interments..... 210.00

Memorials

Upright (<1.22 metres high) 150.00

Upright (>1.22 metres high) 300.00

Flat markers (>439 centimetres) 75.00

Flat marker on a strip 150.00

BYLAW NO. 9550

The Waste Amendment Bylaw, 2018

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Waste Amendment Bylaw, 2018*.

Purpose

2. The purpose of this Bylaw is to amend Bylaw No. 8310, *The Waste Bylaw, 2004* to revise the rates for the collection of garbage from commercial premises and other services, starting January 1, 2019.

Bylaw No. 8310 Amended

3. Bylaw No. 8310, *The Waste Bylaw, 2004* is amended in the manner set forth in this Bylaw.

Schedule “A” Amended

4. Schedule “A” is repealed and the schedule attached as Schedule “A” to this Bylaw is substituted.

Coming Into Force

5. This Bylaw shall come into force on January 1, 2019.

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. 9550

Schedule “A”

Rates for the Collection of Garbage from Commercial Premises and Other Services for 2019

The minimum service charge shall be the charge per pickup.

All customers are required to provide their own waste containers. If requested, upon the approval of the Utility Services Manager, commercial customers only may rent additional roll-out and stationary containers from the City at the following rates:

- (a) 100 gallon \$5.00 per month; and
- (b) 300 gallon \$10.00 per month.

	Regular Scheduled Collection	Special Unscheduled Collection (24-Hour Minimum Notice)
Manual Collection		
Max. 1 cubic yard (0.765 cubic metres)	At Cost	At Cost
Commercial Waste Containers		
2 cubic yards (1.529 cubic metres)	\$24.00 per pickup	\$35.00 per pickup
3 cubic yards (2.294 cubic metres)	\$31.00 per pickup	\$42.00 per pickup
4 cubic yards (3.058 cubic metres)	\$38.00 per pickup	\$49.00 per pickup
5 cubic yards (3.823 cubic metres)	\$45.50 per pickup	\$56.50 per pickup
6 cubic yards (4.587 cubic metres)	\$53.50 per pickup	\$64.50 per pickup
8 cubic yards (6.116 cubic metres)	\$67.00 per pickup	\$78.00 per pickup

100 US Gallon	\$14.00 per pickup	\$25.00 per pickup
Polyethelyne Containers		
300 US Gallon	\$23.00 per pickup	\$34.00 per pickup
Polyethelyne Containers		

BYLAW NO. 9551

The Building Amendment Bylaw, 2018 (No. 2)

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Building Amendment Bylaw, 2018 (No. 2)*.

Purpose

2. The purpose of this Bylaw is to amend *The Building Bylaw, 2017* to increase the building permit fees, starting January 1, 2019 to December 31, 2022.

Bylaw No. 9455 Amended

3. Bylaw No. 9455, *The Building Bylaw, 2017* is amended in the manner set forth in this Bylaw.

Schedule “A” Amended

4. Schedule “A” is repealed and is replaced with the schedule attached as Schedule “A” to this Bylaw.

Coming Into Force

5. This Bylaw shall come into force on January 1, 2019.

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. 9551

Schedule “A”

Building Permit Fees

	2019	2020	2021	2022
<u>Residential Building Permit</u>				
Residential [one- and two-unit dwellings, townhomes, row houses, apartments (that fall under Part 9 of the National Building Code)]	\$0.80/ft ²	\$0.90/ft ²	\$0.99/ft ²	\$1.01/ft ²
Basement development or alterations of any floor area	\$0.27/ft ²	\$0.31/ft ²	\$0.34/ft ²	\$0.35/ft ²
Garage - attached or detached	\$0.24/ft ²	\$0.27/ft ²	\$0.30/ft ²	\$0.30/ft ²
Deck	\$0.11/ft ²	\$0.12/ft ²	\$0.13/ft ²	\$0.13/ft ²
Roof over deck or carports	\$0.11/ft ²	\$0.12/ft ²	\$0.13/ft ²	\$0.13/ft ²
<u>Apartments (New Construction Only) That Fall Under Part 9 of the National Building Code</u>				
All floor levels, including basement	\$0.80/ft ²	\$0.90/ft ²	\$0.99/ft ²	\$1.01/ft ²
Addition of decks and balconies to existing construction	\$0.11/ft ²	\$0.12/ft ²	\$0.13/ft ²	\$0.13/ft ²
Garage/accessory building (attached or detached)	\$0.24/ft ²	\$0.27/ft ²	\$0.30/ft ²	\$0.30/ft ²
<u>All Other Construction Not Noted Above</u>				
Cost per \$1,000 of construction	\$ 7.50	\$ 7.50	\$ 7.50	\$ 7.50
Construction and design plan review fee (new)	\$420.00	\$428.00	\$437.00	\$446.00
Water and sewer plan review fee (new)	\$620.00	\$632.00	\$645.00	\$658.00
Minimum permit fee	\$150.00	\$153.00	\$156.00	\$159.00
Re-inspection fee	\$150.00	\$153.00	\$156.00	\$159.00
Minimum permit reinstatement fee	\$150.00	\$153.00	\$156.00	\$159.00
Permit extension fee	\$150.00	\$153.00	\$156.00	\$159.00
Interim occupancy permit	\$800.00	\$816.00	\$832.00	\$849.00
Final occupancy permit	\$380.00	\$388.00	\$395.00	\$403.00

Schedule “A”

(continued)

Miscellaneous Service Fees

Performance Bond for Moving a Building	\$ variable
Special Inspection	\$ 100.00
Returned Item Fee	\$ 20.00
Refund Administration Fee	\$ 300.00
Request for Change of Address	\$ 55.00
Improper address or failure to clearly address front of property facing street	\$ 100.00
Printing building permit drawings	\$ 2.50/page
Property Information Disclosure	\$ 20.00
Weekly Building Permit Report	\$ 140.00
Awning Encroachment Fee	\$ 150.00/awning
Encroachment Agreement Application	\$ 100.00
Encroachment Agreement – Annual Fees:	
Coal Chute or Ash Hoist	\$ 50.00 each
Structural Canopy	\$ 50.00 or \$1.60 per square meter or area, whichever is the greater
Above Grade Areas	\$ 50.00 or \$3.25 per square meter or area, whichever is the greater
Underground Areas	\$ 50.00 or \$3.25 per square meter or area, whichever is the greater
Overhead Passages and Viaducts	\$ 50.00 or \$2.00 per square meter or area, whichever is the greater

BYLAW NO. 9552

The Plumbing Permits Amendment Bylaw, 2018

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Plumbing Permits Amendment Bylaw, 2018*.

Purpose

2. The purpose of this Bylaw is to amend *The Plumbing Permits Bylaw* to increase the plumbing permit fees, starting January 1, 2019 to December 31, 2022.

Bylaw No. 6583 Amended

3. Bylaw No. 6583, *The Plumbing Permits Bylaw* is amended in the manner set forth in this Bylaw.

Schedule “A” Amended

4. Schedule “A” is repealed and is replaced with the schedule attached as Schedule “A” to this Bylaw.

Coming Into Force

5. This Bylaw shall come into force on January 1, 2019.

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. 9552

Schedule “A”

Plumbing Permit Fees

	2019	2020	2021	2022
<u>Plumbing Permit</u>				
Cost per fixture	\$ 17.80	\$ 18.60	\$ 19.50	\$ 19.89
Minimum permit fee	\$ 83.00	\$ 91.00	\$100.00	\$102.00
Per fixture fee to adjust permit up	\$ 19.80	\$ 20.60	\$ 21.50	\$ 21.89
Partial inspection fee	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00
Re-inspection (call back) fee	\$100.00	\$100.00	\$100.00	\$100.00

The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2)

Recommendation

That City Council consider Bylaw No. 9548, *The Transportation Network Company Bylaw, 2018* and Bylaw No. 9549, *The Taxi Amendment Bylaw, 2018 (No. 2)*.

Topic and Purpose

The purpose of this report is to provide City Council with Bylaw No. 9548, *The Transportation Network Company Bylaw, 2018* (the “Rideshare Bylaw”), which is attached to this report as Attachment 1. The Rideshare Bylaw creates a regulatory scheme for transportation network companies (“TNCs”).

This report further serves to provide Bylaw No. 9549, *The Taxi Amendment Bylaw, 2018 (No. 2)* (the “Amendment Bylaw”), which is attached to this report as Attachment 2. The Amendment Bylaw:

- introduces consequential amendments to Bylaw No. 9070, *The Taxi Bylaw, 2014* (the “Taxi Bylaw”) resulting from the implementation of the new regulatory scheme in the Rideshare Bylaw, including alignment of the class of Saskatchewan Driver’s Licence required of taxi drivers with *The Vehicles for Hire Regulations* (the “Regulations”);
- establishes a taxi cleaning fee and its reporting requirements and appeal process; and
- extends the term of 16 temporary wheelchair accessible taxi licences.

Background

At its Regular Business Meeting on July 23, 2018, City Council resolved, in part:

“That the City Solicitor be requested to draft a stand-alone Transportation Network Company bylaw and consequential amendments to Bylaw No. 9070, *The Taxi Bylaw, 2014* in accordance with the Administration’s recommendations outlined in Attachment 1 to the report of the Community Services Department dated June 11, 2018, pending completion of the comprehensive Vehicle for Hire Bylaw, and as amended as follows:

- a. by the Standing Policy Committee on Transportation dated June 27, 2018:
 - i. that the minimum fare for TNCs be set the same as the current minimum taxi fare.
 - ii. that the Administration set out a provision for safety features with TNCs.

- iii. that the standard of Criminal Record Check include “Vulnerable Sector”, if not included in the provincial regulations.
- b. by City Council dated July 23, 2018:
 - i. that the City of Saskatoon require city or company specific ride sharing decals.”

At its Regular Business Meeting on August 27, 2018, City Council resolved, in part:

- “1. That a cleaning fee of \$100 be added to a taxi fare if the following conditions are met:
 - a. bodily fluids to be defined in *The Taxi Bylaw, 2014* as vomit, urine or feces are left in a taxi by a passenger during a taxi trip;
 - b. the cleaning fee must be added to the fare and paid immediately at the end of a taxi trip;
 - c. the cleaning fee must be clearly identified to the passenger at the end of a taxi trip.
- 2. That the following reporting requirements and appeal process be included in *The Taxi Bylaw, 2014* related to the application of a cleaning fee:
 - a. taxi drivers shall report and provide video footage to the City in each instance of a cleaning fee being charged; and
 - b. a formal appeal process be included in *The Taxi Bylaw, 2014* for passengers disputing the imposition of a cleaning fee.
- 3. That new offences be created in *The Taxi Bylaw, 2014* for improperly charging a cleaning fee and failing to report the charging of a cleaning fee.
- 4. That the City Solicitor be instructed to draft the appropriate amendments to *The Taxi Bylaw, 2014*.”

At its Regular Business Meeting on September 24, 2018, City Council resolved, in part:

- “1. That the City Solicitor, in drafting the stand-alone Transportation Network Company Bylaw, be requested to include provisions for an accessibility levy of \$0.07 per trip.”

At its Regular Business Meeting on November 19, 2018, City Council resolved:

“That the City Solicitor be instructed to amend Bylaw No. 9070, *The Taxi Bylaw, 2014*, to extend 16 temporary wheelchair accessible taxi licences until January 17, 2019, and to include a new term from January 18, 2019, until September 2, 2019.”

Report

Transportation Network Companies

The Rideshare Bylaw establishes a regulatory regime for TNCs pursuant to the provincial *Vehicles for Hire Act*.

Highlights of the Rideshare Bylaw include:

- The minimum fare for TNCs is \$3.75, which is the same as the minimum fare for taxis.
- Safety features include:
 - a TNC must disclose to a passenger, at the time of the request for service, the first name and photo of the driver and the make, model, colour, and provincial licence plate of the vehicle; and
 - a TNC must allow a passenger to track the location and route of the vehicle while carrying the passenger.
- Drivers for the TNC (“affiliated drivers”) cannot offer, solicit, or accept offers to provide transportation to passengers except through the TNC. Street hailing is not permitted.
- TNC vehicles must comply with the *Regulations*, which require that a decal identifying the TNC be displayed on two sides of the vehicle.
- TNCs must ensure that all affiliated drivers obtain an annual vulnerable sector check; this is in addition to the annual criminal record check that TNCs must ensure for all affiliated drivers under the *Regulations*.
- Affiliated drivers have the same behavioural expectations as taxi drivers and are similarly required to provide service when appropriately dispatched.

Wherever possible, the requirements for TNCs and affiliated drivers are the same as the requirements for taxi brokerages and taxi drivers. A table outlining provisions that are the same or similar in both the Rideshare Bylaw and the Taxi Bylaw is attached to this report as Attachment 3.

TNCs must pay an annual licence fee based on the number of affiliated vehicles and must make monthly payments of the per trip fees and accessibility surcharges. The annual licence fees and per trip fees were reported on and discussed at City Council’s Regular Business Meeting on July 23, 2018. Although no resolution respecting the fees was passed, the direction of City Council was that the fees be as follows:

Transportation Network Company Licence	Annual Licence Fee	Per Trip Fee
1 to 10 vehicles	\$2,500	\$0.20
11 to 50 vehicles	\$12,500	\$0.20
51 or more vehicles	\$25,000	\$0.20

These fees are included in the Rideshare Bylaw.

The numbers of TNCs and affiliated drivers are not capped. Additional information on caps is provided in the Municipal Scan of Caps on Transportation Network Companies, which is attached to this report as Attachment 4.

The financial implications of, and the communication plan for, the Rideshare Bylaw are also included in Attachment 4.

Consequential Amendments to *The Taxi Bylaw, 2014*

1. *Taxi Notices of Violation*

The Rideshare Bylaw provides that notices of violation may be issued for offences under the Rideshare Bylaw. In the interests of parity, the Amendment Bylaw establishes that notices of violation may be issued for offences under the Taxi Bylaw as well. Both Bylaws provide that if it is a person's first time contravening the Bylaw, the inspector or peace officer may choose, instead of issuing a summons to court, to issue a notice of violation (a ticket) that provides that the person will not be prosecuted for the contravention if they pay the ticket amount within 14 calendar days. The ticket amount is \$250 for an individual or \$500 for a corporation.

2. *Class of Saskatchewan Driver's Licence*

The province's recently enacted *Regulations* establish the classes of driver's licence that TNC, limousine and taxi drivers may hold. The *Regulations* provide that drivers may hold a class 1, 2, 3, 4 or 5 licence, with specified conditions for class 5 licences. This is a change for taxi drivers: under the previous provincial legislation and the Taxi Bylaw, taxi drivers were required to hold a class 4 licence. City Council directed that licensing of taxi drivers should be consistent with the provincial requirements when it requested that the City Solicitor draft the Rideshare Bylaw and consequential amendments to the Taxi Bylaw. The Amendment Bylaw amends the Taxi Bylaw to require taxi drivers to hold a class of licence as prescribed by the province, which is the same requirement as for affiliated drivers under the Rideshare Bylaw.

3. *Criminal Record Checks*

The province's recently enacted *Regulations* also establish that taxi brokerages will be required to provide the provincial insurer with annual criminal record checks for all taxi drivers. The province has indicated that the enforcement of this requirement will come into effect in April 2019. Previously, the province did not require criminal record checks for taxi drivers and the requirement, including a vulnerable sector check, was found in the Taxi Bylaw. No amendment to the Taxi Bylaw is being made at this time because of the delayed enforcement date, but the change will be reflected in the forthcoming comprehensive Vehicles for Hire Bylaw. The requirement will be the same as what is required of TNCs in the Rideshare Bylaw.

Taxi Cleaning Amount

The Amendment Bylaw amends the Taxi Bylaw to permit drivers to include an amount of \$100 in the taxi fare if a passenger soils the interior of the taxi with feces, urine, or vomit. The inclusion of the amount must be clearly identified to the passenger at the end of the trip when the fare is charged. If a driver includes a cleaning amount in the fare, they must immediately report it to the City and provide the City with the in-car camera footage of the incident. Taxi brokers must ensure that their affiliated drivers comply. If a passenger believes that a cleaning amount has been improperly charged, they may appeal to the General Manager who may require a refund of the amount. Improperly charging a cleaning amount and failing to report charging the amount are offences under the Taxi Bylaw.

Wheelchair Accessible Taxi Licences

The Amendment Bylaw amends the Taxi Bylaw to extend the term of the 16 temporary wheelchair accessible taxi licences, issued pursuant to section 9(2), to end on September 2, 2019, rather than the original date of December 31, 2018. As discussed at City Council on November 19, 2018, the licences will not be reallocated based on fleet size during the term extension.

Attachments

1. Proposed Bylaw No. 9548, *The Transportation Network Company Bylaw, 2018*.
2. Proposed Bylaw No. 9549, *The Taxi Amendment Bylaw, 2018 (No. 2)*.
3. Table – *The Transportation Network Company Bylaw, 2018 v. The Taxi Bylaw, 2014*: Provisions that are the same or similar.
4. Municipal Scan of Caps on Transportation Network Companies (TNCs).

Report Approval

Written by: Reché McKeague, Solicitor
Reviewed by: Lynne Lacroix, Acting General Manager,
Community Services Department
Mike Jordan, Director of Policy and Government Relations,
City Manager's Office
Approved by: Patricia Warwick, City Solicitor

Admin Report – Transportation Network Company Bylaw.docx
Our Files: SO 102.0535, 227.2943

BYLAW NO. 9548

**The Transportation Network Company
Bylaw, 2018**

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BYLAW NO. 9548

The Transportation Network Company Bylaw, 2018

Whereas subsection 4(1) of *The Vehicles for Hire Act*, S.S. 2018, c. V-3.2, permits a city to make bylaws respecting the regulation and licensing of transportation networks and transportation network companies;

Whereas section 10 of *The Vehicles for Hire Regulations*, c. V-3.2, Reg. 1, permits a city to make bylaws requiring transportation network companies to establish a complaints process for accepting, recording, reviewing and responding to complaints from the public;

Whereas the City of Saskatoon desires to enact a bylaw to regulate and licence transportation network companies in the City of Saskatoon;

Now therefore, the Council of the City of Saskatoon enacts:

PART I

Short Title and Interpretation

Short Title

1. This Bylaw may be cited as *The Transportation Network Company Bylaw, 2018*.

Definitions

2. In this Bylaw:
 - (a) **“affiliated driver”** means an affiliated driver as defined in *The Vehicles For Hire Regulations*;
 - (b) **“brokerage”** means a brokerage as defined in *The Taxi Bylaw, 2014*;
 - (c) **“certificate of registration”** means a certificate of registration issued pursuant to *The Traffic Safety Act*;
 - (d) **“City”** means The City of Saskatoon;
 - (e) **“Council”** means the Council of The City of Saskatoon;

- (f) **“dispatch”** means the act or service of sending or directing a vehicle, through a transportation network, to a person or persons who have requested vehicle-for-hire service using the transportation network;
- (g) **“electronic payment system”** means a system by which a passenger may pay a fare by an immediate electronic withdrawal from their bank account or charge to their credit card account;
- (h) **“General Manager”** means the City Manager or a designate;
- (i) **“person”** means a person as defined in *The Vehicles for Hire Act*;
- (j) **“positive”** means that a notation, as referred to in subsection 6.3(2) of the *Criminal Records Act*, is disclosed through a vulnerable sector check;
- (k) **“prescribed”** means prescribed in *The Vehicles for Hire Regulations*;
- (l) **“service animal”** means an animal that has specialized training to provide services to a person with a disability;
- (m) **“street hailing”** means offering, soliciting, or accepting offers to provide transportation, or providing transportation, to passengers that is not vehicle-for-hire service;
- (n) **“taxi”** means a taxi as defined in *The Taxi Bylaw, 2014*;
- (o) **“transportation network”** means a transportation network as defined in *The Vehicles for Hire Act*;
- (p) **“transportation network company”** means a transportation network company as defined in *The Vehicles for Hire Act*;
- (q) **“transportation network company licence”** means a licence issued pursuant to clause 8(1)(a);
- (r) **“trip data”** means information collected and maintained by a transportation network company respecting the dispatching and conveyance of passengers by affiliated drivers and includes the following:
 - (i) the time a request for the dispatch of a vehicle is received by the transportation network;

- (ii) the time an affiliated driver accepts the dispatch of a vehicle through the transportation network;
- (iii) the time the trip begins;
- (iv) the time the trip concludes;
- (s) **“vehicle”** means a vehicle as defined in *The Vehicles for Hire Act* and used to provide vehicle-for-hire service;
- (t) **“vehicle-for-hire service”** means vehicle-for-hire service as defined in *The Vehicles for Hire Act*;
- (u) **“vulnerable sector check”** means a verification as referred to in subsection 6.3(3) of the *Criminal Records Act*;
- (v) **“wheelchair accessible vehicle”** means a vehicle that:
 - (i) is specifically designed to carry persons with disabilities;
 - (ii) is equipped with a mechanical device that can load, transport and unload a person using a wheelchair or other mobility aid without that person having to leave the wheelchair or other mobility aid; and
 - (iii) complies with Canadian Standards Association standard D409-92, Motor Vehicle for the Transportation of Persons with Physical Disabilities.

PART II Licensing

Licence Required

3. (1) Unless the person holds a valid transportation network company licence, no person shall:
 - (a) dispatch or participate in the dispatching of vehicle-for-hire services; or
 - (b) offer, use or facilitate a transportation network.
- (2) In addition to the licence mentioned in subsection (1), a transportation network company shall also obtain a general business licence from the City.

Advertising

4. (1) No person shall hold themselves out to be licensed under this Bylaw unless they are so licensed.
- (2) No person shall advertise the provision of any vehicle-for-hire services unless they hold a valid and subsisting licence under this Bylaw.

Licence Fees

5. (1) No person shall be licensed under this Bylaw until payment of the fee established in Schedule "A" is received by the City.
- (2) Subject to subsection (3), licence fees are non-refundable. If a licence is suspended or cancelled, no licence fee or part thereof is refundable.
- (3) If the licence or the licence renewal is denied, the fee paid pursuant to subsection (1) shall be returned.

Property of the City

6. (1) Every licence issued pursuant to this Bylaw remains at all times the sole property of the City and does not confer any property rights.
- (2) A licensee or other person in possession of a licence issued pursuant to this Bylaw shall not sell, assign, transfer, lease or otherwise dispose of or give up control of a licence, except in accordance with this Bylaw, and shall surrender the licence to the City immediately if requested by the City.

Licence Application

7. (1) An application for a transportation network company licence shall be made to the City on such forms and accompanied by such information as established by the City.
- (2) The application shall include the following information:
 - (a) the transportation network company's full name;
 - (b) the transportation network company's current address and telephone number;

- (c) a copy of the transportation network company's business licence issued by the City;
 - (d) proof in a form satisfactory to the City that the transportation network company has a transportation network;
 - (e) proof in a form satisfactory to the City that the transportation network company has insurance in compliance with section 7 and section 8 of *The Vehicles for Hire Act*.
- (3) The application shall be accompanied by the fee established in Schedule "A".
- (4) The information provided by a transportation network company in pursuit of a transportation network company licence under this Part shall be maintained by the City on a confidential basis, subject to the provisions of *The Local Authority Freedom of Information and Protection of Privacy Act*.

Licence Issue

- 8.
 - (1) Within 30 days of the receipt of a completed application for a transportation network company licence, together with the applicable fee, the City shall either:
 - (a) issue a licence, with or without conditions; or
 - (b) deny the application for a licence.
 - (2) The City shall approve a licence unless one or more of the following is determined to be true:
 - (a)
 - (i) in the case of an individual, the individual is less than 18 years of age;
 - (ii) in the case of a partnership, the managing partner is less than 18 years of age;
 - (iii) in the case of a corporation, the managing director is less than 18 years of age;
 - (b) the transportation network company failed to provide information as required by section 7 or has provided false or misleading information in the application;
 - (c) the fee established in Schedule "A" has not been paid.

- (3) The licence, if granted, shall contain the following information:
 - (a) the name of the transportation network company to whom the licence is granted;
 - (b) the address of the transportation network company;
 - (c) the number of the business licence issued to the transportation network company;
 - (d) the expiration date of the licence;
 - (e) the conditions, if any, attaching to the licence;
- (4) If the application is denied, the City shall provide the transportation network company with a copy of its decision together with written reasons for the decision.

Licence Conditions

9. (1) The City may impose any terms and conditions on a licence issued under this Part that are consistent with the intent of this Bylaw where the City is satisfied that:
 - (a) it is necessary to ensure compliance with any duties imposed on the licensee pursuant to this Bylaw;
 - (b) it is necessary to ensure the integrity of the licensing scheme in this Bylaw; and
 - (c) it is appropriate and in the public interest to do so.
- (2) Every licensee shall comply with the terms, conditions and restrictions to which the licence is subject.

Licence Expiry

10. Unless renewed pursuant to section 11, a transportation network company licence expires:
 - (a) on the expiry date shown on the licence; or
 - (b) if no expiry date is shown on the licence, one year from the date of its issue.

Licence Renewal

11. (1) An application to renew a transportation network company licence shall be received by the City on or before the expiration date of the current licence.
- (2) The application shall include the fee established in Schedule “A”.
- (3) The application shall be made on such forms and include such information as established by the City.
- (4) Without limiting the generality of subsection (3), when a licence is being renewed, the application shall include the information set out in subsection 7(2).
- (5) Upon receipt of the completed application and the applicable fee, the City shall either renew the licence with or without conditions, or issue a written notice of intent to deny renewal of the licence.
- (6) If the renewal is denied, the City shall provide the transportation network company with a copy of its decision together with written reasons for the decision.
- (7) The City shall approve the renewal provided that the transportation network company has fully complied with all applicable requirements of this Bylaw.
- (8) Subject to an appeal pursuant to subsection 36(1), if the City denies a renewal, no licence under this Bylaw shall be issued to the transportation network company for a period of one year from the date of denial.

PART III Operational Requirements

Fares

12. (1) A fare shall be charged for each trip in accordance with Schedule “B”.
- (2) No person, having received vehicle-for-hire service, shall fail or neglect to pay the fare mentioned in subsection (1).

DIVISION I Affiliated Drivers

Affiliated Driver

13. No person shall provide vehicle-for-hire service unless that person is an affiliated driver.

Driver Requirements

14. (1) An affiliated driver shall:
- (a) be at least 18 years of age;
 - (b) maintain a clean and properly groomed personal appearance, dressing appropriately to provide a public service;
 - (c) conduct themselves in a courteous, prudent and safe manner;
 - (d) ensure that the vehicle complies with Division IV;
 - (e) provide reasonable assistance to any passenger as requested or required in the circumstances;
 - (f) charge a fare in accordance with Schedule “B”;
 - (g) ensure that all trips are logged through the transportation network;
 - (h) take the most economical route from the starting location to the end destination unless otherwise directed by the passenger;
 - (i) permit no more passengers than the number of seatbelts available for use in the vehicle;
 - (j) take care of all property delivered or entrusted to them, or left in the vehicle by any passenger; and
 - (k) immediately report to the transportation network company of:
 - (i) being charged with or convicted of any prescribed criminal offence; or
 - (ii) suspension, cancellation, revocation or invalidation of their driving privileges or Saskatchewan Driver’s Licence.

- (2) In addition to subsection (1), every affiliated driver providing vehicle-for-hire service in a wheelchair accessible vehicle shall:
 - (a) operate a wheelchair accessible vehicle only when the vehicle and its equipment comply with Canadian Standards Association standard D409-92;
 - (b) properly restrain every person in a wheelchair or other mobility aid; and
 - (c) produce a valid D409 certificate upon request by the City.

Documents for Inspection

15. An affiliated driver shall:

- (a) ensure that the following are in the vehicle at all times when providing vehicle-for-hire service:
 - (i) proof of their affiliation with a licensed transportation network company;
 - (ii) their valid and subsisting prescribed class of Saskatchewan Driver's Licence issued by Saskatchewan Government Insurance;
 - (iii) the validated vehicle inspection certificate, as required by section 31;
- (b) produce, upon request by the City:
 - (i) proof of their affiliation with a licensed transportation network company;
 - (ii) their valid and subsisting prescribed class of Saskatchewan Driver's Licence issued by Saskatchewan Government Insurance;
 - (iii) the current certificate of registration for the vehicle;
 - (iv) the validated vehicle inspection certificate, as required by section 31;
 - (v) proof of valid insurance that meets the prescribed requirements; and

- (vi) any other information pertaining to the operation of the vehicle requested by the City.

Vehicle for Inspection

- 16. Upon request by the City, an affiliated driver shall immediately produce a vehicle to the City for additional inspections to ensure compliance with this Bylaw.

Requirement to Provide Service

- 17. An affiliated driver shall:
 - (a) provide service to any person when dispatched through a transportation network;
 - (b) provide service to any passenger unless the passenger engages in abusive, violent or threatening behaviour; and
 - (c) permit a passenger with a disability to be accompanied by their service animal in the vehicle.

Street Hailing

- 18. An affiliated driver shall not engage in street hailing at any time and shall only provide vehicle-for-hire service dispatched through a transportation network.

Accepting Payment

- 19. An affiliated driver shall not accept payment by cash, cheque or by means of an electronic payment system that is separate from the transportation network.

DIVISION II Transportation Network Company

Responsibility for Drivers

- 20. A transportation network company shall ensure that its affiliated drivers:
 - (a) are at least 18 years of age;

- (b) hold a valid and subsisting prescribed class of Saskatchewan Driver's Licence;
- (c) have valid insurance that complies with *The Vehicles for Hire Act* and meets the prescribed requirements;
- (d) have a criminal record check that meets the prescribed requirements and includes a vulnerable sector check;
- (e) have not:
 - (i) been charged with or convicted of any prescribed criminal offence;
 - (ii) received a positive vulnerable sector check; or
 - (iii) had their driving privileges or their Saskatchewan Driver's Licence suspended, cancelled, revoked or invalidated for any reason;
- (f) immediately report to it if:
 - (i) they are charged with or convicted of any prescribed criminal offence; or
 - (ii) their driving privileges or their Saskatchewan Driver's Licence is suspended, cancelled, revoked or invalidated for any reason; and
- (g) otherwise conduct themselves in accordance with section 14.

Display of Information

21. (1) A transportation network company shall not allow an affiliated driver to provide vehicle-for-hire service unless the following information is available to all passengers:
- (a) transportation network company name and contact information;
 - (b) City contact information, as established by the City;
 - (c) affiliated driver's first name and a current photograph of the affiliated driver's face;
 - (d) provincial licence plate, make and model of the vehicle;

- (e) the applicable fare in accordance with Schedule “B”.
- (2) The information required by subsection (1) may be provided electronically through the transportation network.

Responsibility for Vehicles

- 22. (1) A transportation network company shall not dispatch a vehicle unless the vehicle:
 - (a) has a current vehicle registration that complies with *The Vehicles for Hire Act*;
 - (b) has valid insurance that complies with *The Vehicles for Hire Act* and meets the prescribed requirements;
 - (c) has a validated vehicle inspection certificate, as required by section 31;
 - (d) is marked in accordance with section 28; and
 - (e) otherwise complies with Division IV.
- (2) Upon request by the City, a transportation network company shall immediately produce a vehicle to the City for additional inspections to ensure compliance with this Bylaw.

Trip Data

- 23. (1) A transportation network company shall:
 - (a) collect trip data and retain the same pursuant to section 24; and
 - (b) report trip data to the City on a monthly basis. Trip data is to be received by the City no later than the 15th day of each month for the previous month.
- (2) A transportation network company shall remit the applicable per-trip fees and any surcharges in accordance with Schedule “A”.

Dispatch Records

24. (1) A transportation network company shall keep records related to all vehicles and affiliated drivers dispatched by it, including:
- (a) an account of all trips in the form established by the City;
 - (b) a list of all affiliated drivers and all vehicles used by affiliated drivers;
 - (c) information to confirm compliance with sections 20 and 22; and
 - (d) any other information required by the City to ensure compliance with this Bylaw.
- (2) A transportation network company shall keep all of the records required by subsection (1) for a minimum of one year of the date of the record.
- (3) Upon request by the City, a transportation network company shall, within 10 days of the request, provide copies, or access to an electronic database, of any record required to be kept by the transportation network company pursuant to subsection (1).

Complaints

25. Every transportation network company shall:
- (a) maintain a complaints process to promptly investigate and respond to service and fare complaints registered by the public;
 - (b) establish a process that is documented for all complaints received by the transportation network company regarding the condition or operation of any vehicle; and
 - (c) make all relevant data from the complaints process available for inspection by the City upon request.

DIVISION III Transportation Network

Transportation Network Features

26. A transportation network shall:

- (a) at the time of the request, disclose to the passenger requesting the vehicle-for-hire service:
 - (i) the first name and photograph of the affiliated driver providing the vehicle-for-hire service;
 - (ii) a description of the make, model, colour and provincial licence plate of the vehicle;
 - (iii) the applicable rate being charged for the trip;
 - (iv) any variable or surge pricing for the trip; and
 - (v) an estimate of the total fare for the trip;
- (b) allow the passenger to track the location and route of the vehicle while en route to pick up the passenger and while carrying the passenger;
- (c) provide the ability for the passenger to rate the affiliated driver;
- (d) include a process by which the passenger accepts or refuses the vehicle-for-hire service prior to the trip commencing and keep a record of such acceptance or refusal;
- (e) provide an electronic payment system; and
- (f) provide an electronic receipt to the passenger at the end of the trip or shortly thereafter that includes information confirming:
 - (i) the total fare paid for the trip;
 - (ii) the date, time and duration of the trip;
 - (iii) the location at which the passenger was picked up and location to which the passenger was driven;
 - (iv) the first name of the affiliated driver; and
 - (v) the provincial licence plate number of the vehicle.

DIVISION IV
Vehicle Requirements

General

27. Every vehicle in the City shall comply with this Division.

Vehicle Markings

28. (1) Every vehicle shall have:
- (a) decal identification that meets the prescribed requirements; and
 - (b) no equipment or markings in or on the vehicle that identify the vehicle as a taxi, including:
 - (i) the words “taxi”, “cab” or “accessible taxi”;
 - (ii) a top light or meter; or
 - (iii) a brokerage’s name, contact information or logo.
- (2) Nothing in subsection (1) restricts a wheelchair accessible vehicle from displaying the international symbol of access, provided that it does not exceed 20 cm x 20 cm and does not contain any words.

Vehicle Cleanliness, Maintenance and Repair

29. (1) The interior of every vehicle including the trunk shall be maintained in a clean and tidy condition. Without limiting the generality of the foregoing, at a minimum, the vehicle shall be:
- (a) free of all dirt, dust, grease, oil and any item which can be transferred onto a passenger’s clothing or possessions;
 - (b) free of all garbage or other items not intrinsic to the operation of the vehicle;
 - (c) free of all noxious substances; and
 - (d) free of excess wear, including tears and cigarette burns in the upholstery.

- (2) The exterior of every vehicle shall be maintained in good repair and in a clean condition, free from exterior body damage and excessive dirt and dust.

Vehicle Age

- 30. (1) Every vehicle shall be no more than ten years old.
- (2) For the purposes of this section, the age of the vehicle shall be determined in accordance with the following formula:

$$VA = CLY - VMY$$

where:

VA = age of vehicle

CLY = current licence year

VMY = vehicle model year

Vehicle Inspection and Safety

- 31. (1) Every vehicle shall have an annual vehicle inspection as required pursuant to *The Vehicle Inspection Regulations, 2013*.
- (2) Notwithstanding subsection (1), the City may, in its discretion, require more frequent inspections at a facility appointed by the City.
- (3) A copy of the validated vehicle inspection certificate provided pursuant to subsection (1) shall remain in the vehicle at all times.

PART IV

Authority, Inspections and Enforcement Procedures

DIVISION I

Authority

Delegation of Authority

- 32. (1) The administration and enforcement of this Bylaw is delegated to the General Manager.

- (2) The General Manager is authorized to further delegate the administration and enforcement of this Bylaw, in whole or in part, to other employees of the City and to the Saskatoon Police Service.
- (3) The General Manager may appoint any vehicle-for-hire service inspectors that the General Manager considers necessary and define their duties and responsibilities.

DIVISION II **Inspections**

Inspectors

33. Every vehicle-for-hire service inspector shall:

- (a) administer and enforce this Bylaw;
- (b) carry out inspections under this Bylaw; and
- (c) perform any other duties and exercise any other powers that may be delegated by the General Manager.

Inspections

34. (1) The inspection of property, including vehicles, by the City to determine if this Bylaw is being complied with is authorized.
- (2) Inspections under this Bylaw shall be carried out in accordance with section 324 of *The Cities Act*.
- (3) The City, in conducting an inspection may:
- (a) collect data;
 - (b) conduct any test;
 - (c) examine books, records and documents; and
 - (d) require production of documents and property for the purposes of examination or making copies.
- (4) No person shall obstruct a person who is authorized to conduct an inspection under this section, or a person who is assisting in that inspection.

- (5) If a person refuses to allow or interferes with an inspection authorized by this section, or if a person fails to respond to a reasonable request for access to a property, the City may apply for a warrant authorizing entry in accordance with section 325 of *The Cities Act*.

DIVISION III **Suspension and Cancellation of Licences**

Licence Suspension and Cancellation

35. (1) A licence issued under this Bylaw may be suspended or cancelled for any of the following reasons:
- (a) a licensee, an employee of a licensee or an affiliated driver has violated or failed to comply with this Bylaw;
 - (b) a licensee, an employee of a licensee or an affiliated driver has violated or failed to comply with a condition of the licence;
 - (c) a licensee, an employee of a licensee or an affiliated driver has refused to allow an inspection as authorized by this Bylaw;
 - (d) a licensee has given false or misleading information in the application for the licence.
- (2) The City shall provide written notice of the suspension or cancellation in a brief statement setting forth the complaint, the grounds for suspension or cancellation and notifying the licensee of the right to appeal. Such notice shall be given or served in accordance with section 347 of *The Cities Act*.
- (3) If the City cancels a licence, the fee paid by the licensee shall be forfeited. A person whose licence has been cancelled under this section shall not apply for a new licence for a period of one year from the date that the cancellation took place.
- (4) The power to suspend or cancel a licence pursuant to this section is in addition to the penalties contained in section 37. The City may suspend or cancel a licence whether or not the licensee has been charged or convicted of an offence under this Bylaw.

DIVISION IV
**Right to Appeal Licence Conditions, Denial, Suspension
or Cancellation of Licence**

Right to Appeal

36. (1) The aggrieved party may appeal to the Saskatoon Licence Appeal Board the City's decision to:
- (a) deny, suspend or cancel a licence issued under this Bylaw;
 - (b) not renew a licence issued under this Bylaw; or
 - (c) impose conditions on a licence issued under this Bylaw.
- (2) The rules, procedure and time limits for an appeal pursuant to subsection (1) shall be governed by the provisions of *The Saskatoon Licence Appeal Board Bylaw, 2012*.
- (3) In determining an appeal, the Saskatoon Licence Appeal Board:
- (a) is bound by the provisions of this Bylaw; and
 - (b) may modify, repeal or substitute its own decision only if it is satisfied on a balance of probabilities that the City has misapplied the provisions of this Bylaw in the denial, suspension or cancellation of a license or the imposition of conditions on a license.

PART V
Offences and Penalties

Offences and Penalties

37. (1) No person shall:
- (a) contravene or fail to comply with any provision of this Bylaw;
 - (b) contravene or fail to comply with a term or condition of any licence;
 - (c) obstruct or interfere with an employee or agent of the City exercising any of the powers conferred by this Bylaw; or
 - (d) destroy, alter or deface a licence issued pursuant to this Bylaw.

- (2) Every person who contravenes subsection (1) is guilty of an offence and liable on summary conviction:
 - (a) for a first offence:
 - (i) in the case of an individual, to a fine of not less than \$250.00 and not more than \$1,000.00, to imprisonment for not more than two months, or both;
 - (ii) in the case of a corporation, to a fine of not less than \$500.00 and not more than \$2,000.00; and
 - (iii) in the case of a continuing offence, to a further fine of not less than \$250.00 and not more than \$2,500.00 per day or part of a day during which the offence continues; and
 - (b) for a second or subsequent offence:
 - (i) in the case of an individual, to a fine of not less than \$500.00 and not more than \$2,500.00, to imprisonment for not more than three months, or both;
 - (ii) in the case of a corporation, to a fine of not less than \$1,000.00 and not more than \$5,000.00; and
 - (iii) in the case of a continuing offence, to a further fine of not less than \$500.00 and not more than \$2,500.00 per day or part of a day during which the offence continues.
- (3) If a person is found guilty of an offence under this Bylaw, the court may, in addition to any other penalty imposed:
 - (a) in the case of a person who holds a licence, suspend the licence for a term of not more than three months; and
 - (b) in the case of a person who did not hold a licence at the time of the conviction, order that the person is ineligible to apply for a licence for a term of not more than three months.
- (4) Offences under this Bylaw are designated as offences for which proceedings may be commenced pursuant to Part III of *The Summary Offences Procedure Act, 1990* by the issuance of a summons ticket.
- (5) A person to whom a summons ticket is issued pursuant to subsection (4) shall, upon the request by the person issuing the summons ticket, provide their name, address and date of birth. A person who fails to provide this

information is guilty of an offence and liable on summary conviction to the penalty set out in subsection (2).

- (6)
 - (a) Notwithstanding subsection (2), in the case of a person who contravenes subsection (1) for the first time, a vehicle-for-hire service inspector or a peace officer may issue a notice of violation to that person.
 - (b) The notice of violation shall provide that the person shall not be prosecuted for the contravention if the person, within 14 calendar days of the date of the notice of violation, pays the City the sum of:
 - (i) \$250.00 in the case of an individual; or
 - (ii) \$500.00 in the case of a corporation.
 - (c) The fine pursuant to clause (b) may be paid:
 - (i) in person, during regular office hours, to the cashier located at City Hall, Saskatoon, Saskatchewan;
 - (ii) by deposit, at the depository located at the main entrance to City Hall, Saskatoon, Saskatchewan; or
 - (iii) by mail, addressed to Corporate Revenue, City Hall, 222 – 3rd Avenue North, Saskatoon, Saskatchewan S7K 0J5.
- (7) If the prosecutor considers it appropriate, the prosecutor may, on or before the court appearance date, permit a person who has been issued a summons ticket to pay the amount specified in clause (6)(b) to avoid prosecution.

PART VI
Miscellaneous

Annual Reporting

38. The General Manager shall report to Council annually with respect to:
- (a) the fees and fares to be charged under this Bylaw; and
 - (b) recommended changes to this Bylaw.

Coming into Force

39. This Bylaw comes 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”

Fees

Table 1

Transportation Network Company Licence	Licence Fee	Per-Trip Fee	Per Trip Accessibility Surcharge
1 to 10 vehicles	\$2,500	\$0.20	\$0.07
11 to 50 vehicles	\$12,500	\$0.20	\$0.07
51 or more vehicles	\$25,000	\$0.20	\$0.07

1. The per-trip fees and accessibility surcharges shall be received by the City from the transportation network company no later than the 15th day of each month for the previous month.

Schedule “B”

Fares

1. The minimum fare shall be at least \$3.75 per trip.

BYLAW NO. 9549

The Taxi Amendment Bylaw, 2018 (No. 2)

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Taxi Amendment Bylaw, 2018 (No. 2)*.

Purpose

2. The purpose of this Bylaw is to amend *The Taxi Bylaw, 2014* to:
 - (a) establish the circumstances under which a cleaning amount may be included in a taxi fare, the associated reporting requirements, and the appeal process;
 - (b) extend the term of 16 temporary wheelchair accessible taxi licences;
 - (c) align the class of Saskatchewan Driver's Licence required of taxi drivers with *The Vehicles for Hire Regulations*; and
 - (d) allow for notices of violation to align enforcement with *The Transportation Network Company Bylaw, 2018*.

Bylaw No. 9070 Amended

3. *The Taxi Bylaw, 2014* is amended in the manner set forth in this Bylaw.

Section 2 Amended

4. The following clause is added after clause 2(a):
 - “(a.1) **“bodily fluids”** means feces, urine or vomit;”.

Section 20 Amended

5. Subsection 20(3) is amended:
- (a) by adding “issued pursuant to subsection 9(2)” after “accessible taxi licence”;
 - (b) by striking out “of five calendar years”; and
 - (c) by striking out “December 31, 2018” and substituting “September 2, 2019”.

Section 30 Amended

6. The following clause is added after clause 30(s):
- “(s.1) ensure that taxi drivers affiliated with the broker immediately:
- (i) report to the City when they charge an amount pursuant to section 61.1; and
 - (ii) provide the City with the in-car camera footage of the soiling for which the amount was charged;”.

Section 32 Amended

7. Clause 32(3)(e) is amended by striking out “, at a minimum, a valid class 4 Saskatchewan Driver’s License” and substituting “a valid and subsisting class of Saskatchewan Driver’s Licence as prescribed by *The Vehicles for Hire Regulations* and issued by Saskatchewan Government Insurance”.

Section 35 Amended

8. The following clause is added after clause 35(1)(h):
- “(h.1) when an amount pursuant to section 61.1 is charged, immediately:
- (i) report the amount charged to the City; and
 - (ii) provide the City with the in-car camera footage of the soiling for which the amount was charged;”.

Section 38 Amended

9. Clause 38(4)(a) is amended by striking out “, at a minimum, a valid class 4 Saskatchewan Driver’s Licence” and substituting “a valid and subsisting class of Saskatchewan Driver’s Licence as prescribed by *The Vehicles for Hire Regulations* and issued by Saskatchewan Government Insurance”.

New Division II

10. The following division is added after section 61:

“DIVISION II – Cleaning Amount

Charging a Cleaning Amount

- 61.1 (1) A taxi driver may include an amount, prescribed by Schedule “C”, in the taxi fare if a passenger soils the interior of the taxi with bodily fluids.
- (2) The amount mentioned in subsection (1) shall be clearly identified by the taxi driver to the passenger when charged pursuant to section 59.
- (3) No passenger, having soiled the interior of a taxi with bodily fluids, shall neglect or fail to pay the amount mentioned in subsection (1).

Appealing a Cleaning Amount

- 61.2 (1) Notwithstanding subsection 61.1(3), if a passenger believes that an amount has been improperly included in a taxi fare pursuant to subsection 61.1(1), the passenger may appeal to the General Manager or designate.
- (2) If the General Manager or designate determines that an amount has been improperly included in a taxi fare:
 - (a) the taxi driver and the taxi broker may be found in contravention of subsection 68(1); and
 - (b) the General Manager or designate may require the taxi driver or taxi broker to refund the amount to the passenger.”

Section 68 Amended

11. The following subsections are added after subsection 68(5):

- “(6) (a) Notwithstanding subsection (2), in the case of a person who contravenes subsection (1) for the first time, a taxi inspector or a peace officer may issue a notice of violation to that person.
- (b) The notice of violation shall provide that the person shall not be prosecuted for the contravention if the person, within 14 calendar days of the date of the notice of violation, pays the City the sum of:
 - (i) \$250.00 in the case of an individual; or
 - (ii) \$500.00 in the case of a corporation.
- (c) The fine pursuant to clause (b) may be paid:
 - (i) in person, during regular office hours, to the cashier located at City Hall, Saskatoon, Saskatchewan;
 - (ii) by deposit, at the depository located at the main entrance to City Hall, Saskatoon, Saskatchewan; or
 - (iii) by mail, addressed to Corporate Revenue, City Hall, 222 – 3rd Avenue North, Saskatoon, Saskatchewan, S7K 0J5.
- (7) If the prosecutor considers it appropriate, the prosecutor may, on or before the court appearance date, permit a person who has been issued a summons ticket to pay the amount specified in clause (6)(b) to avoid prosecution.”

Schedule "C" Amended

12. Schedule “C” is amended by adding the following after General Provisions #4:
- “5. In accordance with section 61.1, an amount of \$100 may be added to the taxi fare when a passenger soils the interior of a taxi with bodily fluids.”

Coming Into Force

13. This Bylaw comes 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

***The Transportation Network Company Bylaw, 2018 vs.
The Taxi Bylaw, 2014***
Provisions that are the same or similar

PROVISION	TNC BYLAW	TAXI BYLAW
"brokerage"	2(b)	2(c)
"City"	2(d)	2(e)
"dispatch"	2(f)	2(i)
"General Manager"	2(h)	2(k)
"trip data"	2(r)	2(y)
"wheelchair accessible vehicle"	2(v)	2(z)
Licence Required	3(1)	4(3)
		26
Advertising	4	5
Licence Fees	5	10
		11
Licence Application	7	27
Licence Issue	8	28
Licence Conditions	9	29
Licence Expiry	10	47
Licence Renewal	11	48
Fares	12	59(1)
		60
Driver Requirements	14	33(2)
		35(1)(a)-(d), (f)-(h), (l)-(p), (t)
		35(2)
Documents for Inspection	15	35(1)(r)-(s)
Requirement to Provide Service	17	35(1)(i), (k), (w)
Responsibility for Drivers	20	30(l), (o)-(q), (s)
		33(2)
Responsibility for Vehicles	22	30(n), (t)-(u), (w), (bb)-(cc)
Trip Data	23(1)	30(y)-(z)
Dispatch Records	24(1)(b)	30(c)
	24(3)	30(d)
Complaints	25	30(b), (dd)
General (Vehicle Requirements)	27	49
Vehicle Cleanliness, Maintenance and Repair	29	56
Vehicle Age [calculation]	30(2)	50(3)
Vehicle Inspection and Safety	31	57
Delegation of Authority	32	62
Inspectors	33	63
Inspections	34	64
Licence Suspension and Cancellation	35	65
Right to Appeal	36	66
Offences and Penalties	37	68
Annual Reporting	38	69

Municipal Scan of Caps on Transportation Network Companies (TNCs)

At its September 24, 2018 meeting, City Council requested that updated information concerning caps on TNCs be provided at the time the TNC Bylaw is brought forward.

A review has determined that North American municipalities do not commonly limit the number of TNC vehicles licensed or dispatched. New York City appears to be the only municipality in the United States currently imposing a cap. Twenty-one cities in Canada with a population of 100,000 or more have TNCs. Kingston and Toronto are reviewing caps; however, no Canadian cities have caps at this time. Appendix 1 summarizes municipalities that have considered, or are considering, a cap.

Financial Implications of *The Transportation Network Company Bylaw, 2018*

If the proposed *Transportation Network Company Bylaw, 2018* (the “Bylaw”) is passed by City Council, the administrative cost of licensing TNCs will be recovered through TNC licensing fees. As with taxi licensing, this program will be self-funded and have no property tax impact.

The Bylaw prescribes that TNCs will be charged:

- a flat licensing fee based on the number of vehicles in their fleet;
- a \$0.20 per trip fee; and
- a surcharge of \$0.07 per trip to support accessible taxi service.

As outlined in the Administration’s report to City Council dated July 23, 2018, we do not anticipate a need to increase the number of contractors to enforce Bylaw No. 9070, *The Taxi Bylaw, 2014*, and the Bylaw in the first year. The budget for the existing Taxi Bylaw Inspector contract provides for approximately ten hours per week of enforcement service. As the number of TNC vehicles increases, the number of hours required to provide enforcement will increase as needed. Additional enforcement costs will be recovered through TNC licensing fees.

The Administration may require additional staffing resources for administration and enforcement in subsequent years of licensing, depending on the number of TNC vehicles and the level of compliance with the Bylaw.

Communication Plan

Should the Bylaw be passed by City Council, information related to TNCs will be provided to the public on the City’s website. This information will be targeted towards the general public, as well as to potential TNCs and affiliated drivers. The regulation of TNCs will also be reinforced to the public through a Public Service Announcement and social media posts.

Information provided by the Community Standards Division, Community Services Department
Written by: Mark Wilson, Acting Licensing and Permitting Manager, Community Standards
Reviewed by: Jo-Anne Richter, Acting Director of Community Standards
Approved by: Lynne Lacroix, Acting General Manager, Community Services Department

**Scan of North American Municipalities that have
Considered Caps on Transportation Network Companies**

Municipality	Status of Transportation Network Company (TNC) Caps	Rationale
New York City, NY	Cap is in place.	Began implementing a temporary cap in 2018 for the purpose of further studying ridesharing. New York City experienced additional traffic congestion following TNC licensing, which is hypothesized to result from TNCs.
Kingston, ON	No cap at this time. Cap is on hold.	The Kingston Area Taxi Commission adopted a cap on TNCs in 2018. A complaint was filed with the federal Competition Bureau. Implementation of the cap has been put on hold.
Toronto, ON	No cap at this time. Concept of a cap is under review.	The Vehicle for Hire Bylaw is under review. A cap on TNCs is being considered as part of this review. Toronto has experienced a high rate of growth in the number of TNCs.
Seattle, WA	No cap at this time. Had a cap but removed it.	Had a cap in 2014. City Council voted to remove the cap following negotiations with TNCs. Original reason for the cap was concern over fewer public transit riders.

From: [Dan Moulton](#)
To: [Web E-mail - City Clerks](#)
Subject: Dec 17th Council
Date: Monday, December 10, 2018 3:01:34 PM
Attachments: [image001.png](#)

Greetings –

I would like to register Matt Patton, Lyft Canada, to speak to any items related to the Vehicles for Hire Bylaws that might come forward at the Dec. 17, 2018 meeting of Council.

Many thanks,

dan.moulton

senior consultant

office +1.416.645.2920



Calgary, Edmonton, Ottawa, Toronto

From: [City Council](#)
To: [City Council](#)
Subject: Form submission from: Write a Letter to Council
Date: Friday, November 16, 2018 8:39:58 PM

Submitted on Friday, November 16, 2018 - 20:39
Submitted by anonymous user: 174.2.166.18
Submitted values are:

Date: Friday, November 16, 2018
To: His Worship the Mayor and Members of City Council
First Name: Dale
Last Name: Gallant
Email: [REDACTED]
Address: [REDACTED] 33rd St. W
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable):
Subject: Cameras in TNC's is a safety necessity
Meeting (if known): City Council
Comments:

I think the issue of cameras in TNC's needs to be on the next City Council agenda because of the recent Dakota Tirk-Comfort Cab Driver dispute. This event absolutely shows the value of cameras in cars providing transportation for hire. It is absolutely imperative that any TNC's allowed in Saskatoon have in car cameras for driver and customer safety.

Also, the recently in the news Uber Driver-Ottawa Senators Players video, shows that some individuals can't be trusted with customer privacy.

It seems clear that in car cameras in TNC's are necessary, but should have to be monitored by a local 3rd party because TNC's don't typically have office staff or supervisors in place where they operate. I believe that local 3rd party might be your Taxi and TNC manager.

To not have in car cameras in any car carrying passengers for hire, could be seen as a shirking of responsibility by the regulator.

I would appreciate City Council debating this before any further action is taken regarding TNC's. I want to be sure this matter is part of the public record.

Thank you
Dale Gallant
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/266843>

From: [City Council](#)
To: [City Council](#)
Subject: Form submission from: Write a Letter to Council
Date: Monday, November 19, 2018 8:38:20 AM

Submitted on Monday, November 19, 2018 - 08:38
Submitted by anonymous user: 142.165.45.133
Submitted values are:

Date: Monday, November 19, 2018
To: His Worship the Mayor and Members of City Council
First Name: Vincent
Last Name: Moostoos
Email: [REDACTED]
Address: [REDACTED] Weldon Ave
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable): Taxi drivers
Subject: Uber
Meeting (if known): Uber operating in Saskatoon
Comments:

. I am a little upset with the fact that the provincial government has allowed Uber to operate in Saskatchewan.

With all the annual fees I pay to have my class 4 license and the weekly fees I pay to have my cab on the road, you are allowing, now, just anyone to operate to drive a taxi service without paying what cab drivers pay???

If Uber is allowed in Saskatchewan, why are we (cab drivers) paying SGI, Police Services and City all that we do and Uber drivers pay nothing but class 5 licenses/ year. Not to mention safety for customers and drivers.

The money that I make stays in Saskatchewan and not going to a company out of the country.

Some of the cab drivers don't have any other means of income to feed their families or put a roof over their head while most, if not all, Uber drivers already have existing jobs. Thanks

Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/266991>

Bryant, Shellie (Clerks)

From: Michael van Hemmen <mvh@uber.com>
Sent: December 13, 2018 10:22 AM
To: Bryant, Shellie (Clerks)
Subject: Re: 9.11.2 The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]

Thanks Shellie,

Can you confirm that I've been added to the speakers list?

Michael

On Thu, Dec 13, 2018 at 8:18 AM Bryant, Shellie (Clerks) <Shellie.Bryant@saskatoon.ca> wrote:

9.11.2 The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]

This is to advise that the above matter will be considered by City Council at its Regular meeting to commence at 1:00 p.m. in the Council Chamber at City Hall on December 17, 2018. The information can be accessed with the corresponding agenda item [here](#).

This is a public meeting that you can attend in person or watch via the online streaming. If you are providing comments or requesting to speak you must provide a letter to the City Clerk's Office using the online form [here](#) **no later than 10:00 a.m. on the day of the meeting**. Letters delivered in person must be received in the City Clerk's Office no later than 5:00 p.m. on the business day preceding the meeting. If you are speaking your comments are limited to five (5) minutes.

You are encouraged to check the meeting site at saskatoon.ca/meetings following the meeting for Council decision. Please contact the City Clerk's Office at (306) 975-3240 if you have any questions regarding process.

Yours truly,

R. Rioux on behalf of Shellie Bryant

Shellie Bryant | tel 306-975-2880

Deputy City Clerk, City Clerk's Office

City of Saskatoon | 222 3rd Avenue North | Saskatoon, SK S7K 0J5

shellie.bryant@saskatoon.ca

www.saskatoon.ca

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*If you receive this email in error, please do not review, distribute or copy the information.
Please contact the sender and delete the message and any attachments.*

--

Michael van Hemmen

mvh@uber.com

[778-863-9906](tel:778-863-9906)



Bryant, Shellie (Clerks)

From: City Council
Sent: December 13, 2018 1:58 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Thursday, December 13, 2018 - 13:58
Submitted by anonymous user: 24.244.29.214
Submitted values are:

Date: Thursday, December 13, 2018
To: His Worship the Mayor and Members of City Council
First Name: Dale
Last Name: Gallant
Email: [REDACTED]
Address: [REDACTED]
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable): Myself
Subject: Rideshare Bylaw
Meeting (if known):
Comments: I wish to speak on this matter at Monday's Council meeting.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270558>

Dec 14, 2018

Dear City Council members

I wish to speak

About five years ago my family and I decided to buy a taxi franchise. It was after a few years having no permanent or full time job.

We thought this will be an investment for a present job and future retirement. In fact we thought we are buying a job. I would have this job as long as I can work and once that is the time for retirement we will sell it for our retirement money.

We put all of our saving and also borrow money to buy a taxi franchise and a taxi car for about \$240 000 dollar, and I have worked hard to pay our debt. Now I lost the future retirement money because of the uber threat and your policy on it and I am going to lose the present job as well because of your policy that allows the big corporations get our lives in their hands. Then they use hundreds of people to work casually for some extra money in their pocket. Once the calls split there will not be enough job for taxi drivers to work as their profession, and as I said I am losing my investment, my present job and my future retirement plan. All of these happening because of your policy and your favorite magic companies, that have no invention in this industry but stealing the business with the help of politicians, and collect huge money on shoulder of ordinary people.

You are sending hundreds of citizens and their families towards poverty. Can you prevent this or you like to make these companies richer? -

Dec 14/18

7000-1

Mayor & members of City Council

I wish to speak on the
matter of

9.11.2 JNC Bylaw

ADRIAN R. LITTLE

[REDACTED] WELDON AVE

SASKATOON, SK
[REDACTED]
[REDACTED]

RECEIVED

DEC 14 2018

CITY CLERK'S OFFICE
SASKATOON

[REDACTED]
[Signature]

Dec 14/18 7000-1

Mayor and members of city Council;
I would ~~be~~ wish to speak on behalf
of the matter of the 9.11.2, FNC
Bylaws. On Monday Dec 17/18



Vincent Maastoos
[redacted] Weldon Ave
Saskatoon SK
[redacted] [redacted]

Vincent Maastoos

Bryant, Shellie (Clerks)

From: City Council
Sent: December 14, 2018 1:05 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Friday, December 14, 2018 - 13:04
Submitted by anonymous user: 216.197.252.38
Submitted values are:

Date: Friday, December 14, 2018
To: His Worship the Mayor and Members of City Council
First Name: Kelly
Last Name: Frie
Email: info@stca.ca
Address: 225 Avenue B N
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L 1E1
Name of the organization or agency you are representing (if applicable): Saskatchewan Taxi Cab Association
Subject: Request to Speak for - The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Byla
Meeting (if known):
Comments:
I would like to be added to the speakers list to discuss The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]

Thank you
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270830>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 14, 2018 12:51 PM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: tnc_bylaw_dec_14_stca.pdf

Submitted on Friday, December 14, 2018 - 12:51
Submitted by anonymous user: 216.197.252.38
Submitted values are:

Date: Friday, December 14, 2018
To: His Worship the Mayor and Members of City Council
First Name: Kelly
Last Name: Frie
Email: info@stca.ca
Address: 225 Avenue B North
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L 1E1
Name of the organization or agency you are representing (if applicable): Saskatchewan Taxi Cab Association
Subject: Letter to Council Concerning - 9.11.2 The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2)

Meeting (if known): December 17th Council Meeting
Comments:
Hello,

Please find attached a letter to council for the December 17th Council Meeting for this subject 9.11.2 The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4].

Thank you
Attachments:
tnc_bylaw_dec_14_stca.pdf:
https://www.saskatoon.ca/sites/default/files/webform/tnc_bylaw_dec_14_stca.pdf

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270827>

To: Mayor Charlie Clarke
Saskatoon City Councillors
222 3rd Avenue North
Saskatoon, SK S7K 0J5

December 14, 2018

Your Worship and Councillors,

We urge you to postpone any decision on a *Transportation Network Company (TNC) Bylaw* or any amendments to the Taxi Bylaws until at least January. Doing so will put you on sound footing that is based on data analysis. It will also allow you to follow your own motion from September 24th to re-evaluate our proposal and request for 261 taxi licenses, an increase of 51.

In the meantime, let us put more cars on the road in advance of Christmas and New Year's Eve. Even if you approve this bylaw to enable TNCs to operate, it will take at least a week just to complete vehicle inspections. It takes time to apply for insurance, complete driver vetting, paperwork and the list goes on. We can have cars on the road almost instantly. Work with us to alleviate the temptation to drink and drive during this Christmas party season.

Council motioned to ensure that the taxi bylaws were reviewed and amended concurrently as the TNC bylaw was drafted. We have not been consulted on anything proposed in the taxi amendments. After a brief review and a side by side comparison of the two bylaws, we note that there are 24 pages to regulate a TNC and 52 to regulate taxis. That is hardly level. There are significantly higher costs that remain in place for taxis where a TNC faces none. Most notably the business license costs for a TNC with over 51 vehicles pales in comparison to license costs for a taxi.

The Saskatchewan Taxi Cab Association (STCA) also sent you a copy of our report on Saskatoon's taxi industry. The report answers two key questions you have been asking yourselves over the years: what is the true unmet demand for taxis and how many taxis are needed to service Saskatoon? The data analysis answers those questions and provides you a roadmap not just for today but for the future too.

Slow down, put our data analysis to the test and good use, and work with us to review changes to the taxi bylaw starting with the addition of 51 new licenses. It is during peak and irregular times of demand where those 51 licenses will ensure wait times dramatically decrease because we will finally have enough cars on the road. Then we can begin to address the very real consequences to drivers, our industry and the public if taxis continue to be capped at 210 licenses while TNCs can operate uncapped and with significantly less regulation.

Sincerely,



Kelly Frie - STCA, Executive Member
306.220.2750
info@stca.ca



Carlo Triolo - STCA, Executive Member
306.341.4103
info@stca.ca

Bryant, Shellie (Clerks)

From: City Council
Sent: December 14, 2018 1:07 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Friday, December 14, 2018 - 13:06
Submitted by anonymous user: 216.197.252.38
Submitted values are:

Date: Friday, December 14, 2018
To: His Worship the Mayor and Members of City Council
First Name: Carlos
Last Name: Triolo
Email: info@stca.ca
Address: 225 Avenue B N
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L 1E1
Name of the organization or agency you are representing (if applicable): Saskatchewan Taxi Cab Association
Subject: Request to Speak - The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw No
Meeting (if known):
Comments:
Please add me to the speakers list for the following agenda item for the December 17th Council meeting - The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]

Thank you
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270832>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 14, 2018 1:08 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Friday, December 14, 2018 - 13:07
Submitted by anonymous user: 216.197.252.38
Submitted values are:

Date: Friday, December 14, 2018
To: His Worship the Mayor and Members of City Council
First Name: Scott
Last Name: Suppes
Email: info@stca.ca
Address: 225 Avenue B N
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L 1E1
Name of the organization or agency you are representing (if applicable): Saskatchewan Taxi Cab Association
Subject: Request to Speak for - The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Byla
Meeting (if known):
Comments:
Please add me as to the speakers list for the December 17th council meeting for the agenda item - The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]

Thank you
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270833>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 14, 2018 1:10 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Friday, December 14, 2018 - 13:09
Submitted by anonymous user: 216.197.252.38
Submitted values are:

Date: Friday, December 14, 2018
To: His Worship the Mayor and Members of City Council
First Name: Mubarik
Last Name: Syed
Email: info@stca.ca
Address: 225 Avenue B N
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L 1E1
Name of the organization or agency you are representing (if applicable):
Subject: Request to Speak for - The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Byla
Meeting (if known):
Comments:
Please add me to the speakers list for the December 17 council meeting for this agenda item - The Transportation Network Company Bylaw, 2018 and The Taxi Amendment Bylaw, 2018 (No. 2) - Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]

Thank you
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270836>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 16, 2018 3:37 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, December 16, 2018 - 15:36
Submitted by anonymous user: 108.60.171.128
Submitted values are:

Date: Sunday, December 16, 2018
To: His Worship the Mayor and Members of City Council
First Name: Fatih
Last Name: Ayalp
Email: [REDACTED]
Address: [REDACTED]
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable):
Subject: TNC By-Law
Meeting (if known): 9.11.2 The Transportation Network Company Bylaw, 2018
Comments:
I would like to speak at the meeting.
And I submit to council that putting no cap on TNCs is extremely unfair and unjust. Start with a cap and make adjustments later as needed.

Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271227>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 16, 2018 10:14 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, December 16, 2018 - 22:13
Submitted by anonymous user: 71.17.110.18
Submitted values are:

Date: Sunday, December 16, 2018
To: His Worship the Mayor and Members of City Council
First Name: Darrin
Last Name: Kruger
Email: dkruger@usw.ca
Address: 325 Fairmont Drive
City: Saskatoon
Province: Saskatchewan
Postal Code: S7M 5G7
Name of the organization or agency you are representing (if applicable): United Steelworkers
Subject: Taxi Bylaw, TNC
Meeting (if known): City Council Dec 17, 2018
Comments:
Please add me to the agenda to speak at the Council meeting on Dec 17, 2018 regarding the Taxi Bylaw and TNC.

Thanks
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271311>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 14, 2018 11:04 AM
To: City Council
Subject: Form submission from: Write a Letter to Council - duplicate
Attachments: 2018-12-14_letter_saskatoon_bylaw.pdf

Submitted on Friday, December 14, 2018 - 11:03
Submitted by anonymous user: 207.245.234.166
Submitted values are:

Date: Friday, December 14, 2018
To: His Worship the Mayor and Members of City Council
First Name: Abby
Last Name: Deshman
Email: adeshman@ccla.org
Address: 90 Eglinton Ave E., Suite 900
City: Toronto
Province: Ontario
Postal Code: M4P 2Y3
Name of the organization or agency you are representing (if applicable): Canadian Civil Liberties Association
Subject: Canadian Civil Liberties Association correspondence re Proposed Bylaw Nos. 9548 and 9549 [File No. CK. 7000-1 x 307-4]
Meeting (if known): Regular City Business Meeting of City Council, Dec 17 2018
Comments:

Dear Mayor Clark and Members of City Council,
Please find attached a letter from the Canadian Civil Liberties Association expressing our legal and policy concerns regarding the proposed Transportation Network Company Bylaw and Saskatoon's existing Taxi Bylaw. Specifically, the CCLA is concerned that the City's broad requirements for a vulnerable sector check will require checks to be run that contravene the federal Criminal Records Act. We are also concerned that the absolute prohibition on people with certain criminal convictions from obtaining a licence creates unnecessary and counter-productive barriers to the rehabilitation and reintegration of individuals with criminal records. We urge you to reconsider both aspects of the existing and proposed bylaws.
Many thanks for your time and consideration. We are not asking to speak at the meeting, but please do not hesitate to contact me if you have any questions.

Sincerely,

Abby Deshman

Director, Criminal Justice Program
Canadian Civil Liberties Association

Attachments:

2018-12-14_letter_saskatoon_bylaw.pdf: https://www.saskatoon.ca/sites/default/files/webform/2018-12-14_letter_saskatoon_bylaw.pdf

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270792>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 16, 2018 7:13 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, December 16, 2018 - 19:12
Submitted by anonymous user: 71.17.247.219
Submitted values are:

Date: Sunday, December 16, 2018
To: His Worship the Mayor and Members of City Council
First Name: Ahsan
Last Name: Kamboh
Email: [REDACTED]
Address: [REDACTED] Hastings Crescent
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable): United Steelworkers
Subject: Taxi Bylaws regarding Uber and Saskplate
Meeting (if known): REGULAR BUSINESS MEETING OF CITY COUNCIL, December 17, 2018
Comments: I would like to speak in regards to being a stakeholder as a cab driver for 10 years. I would like 5 minutes to address the council on this specific issue, being a person that would be greatly impacted by these bylaws.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271265>

Bryant, Shellie (Clerks)

From: Ferdinando Orru' [REDACTED]
Sent: December 17, 2018 6:12 AM
To: Web E-mail - City Clerks
Subject: Request to be allowed to speak at public meeting for taxi bylaw change.

Been a 30 year veteran on taxi services ,
I wood like to bring my experience to the public meeting

Tank you

Ferdinando orru

Bryant, Shellie (Clerks)

From: City Council
Sent: December 17, 2018 9:04 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Monday, December 17, 2018 - 09:04
Submitted by anonymous user: 207.228.78.100
Submitted values are:

Date: Monday, December 17, 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 Taxi , TNC agenda
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271379>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 17, 2018 9:58 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Monday, December 17, 2018 - 09:57
Submitted by anonymous user: 207.228.78.53
Submitted values are:

Date: Monday, December 17, 2018
To: His Worship the Mayor and Members of City Council
First Name: Mark
Last Name: Gill
Email: [REDACTED]
Address: [REDACTED] Grosvenor park, 8th St east
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable): Taxi Drivers
Subject: Taxi
Meeting (if known):
Comments: Kindly put my name on the list on Taxi agenda as speaker.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271396>

The Storm Water Management Utility Bylaw, 2019

Recommendation

That City Council consider Bylaw No. 9545, *The Storm Water Management Utility Bylaw, 2019*.

Topic and Purpose

The purpose of this report is to provide City Council with Bylaw No. 9545, *The Storm Water Management Utility Bylaw, 2019* (the “Bylaw”), which implements City Council’s decision to:

- (a) consolidate Bylaw No. 8070, *The Storm Water Management Utility Bylaw, 2001* and Bylaw No. 8987, *The Storm Water Management Utility Bylaw, 2011*;
- (b) effective January 1, 2019, implement a storm water management credit program for industrial, commercial, institutional and multi-unit residential properties, which provides a total maximum credit of 50% in the following three categories:
 - (i) 20% for water quality treatment;
 - (ii) 30% for reducing storm water runoff peak flow through on-site detention; and
 - (iii) 50% for reducing storm water runoff volume through on-site retention;
- (c) extend the temporary flood protection program (“FPP”) and phase in a consolidation of the FPP and storm water management charges for the years 2019 to 2022;
- (d) update types of properties exempted from the storm water management charge to reflect current practices; and
- (e) perform required updates, including housekeeping amendments in the new Bylaw as outlined in the report of the A/General Manager, Transportation and Utilities, dated November 6, 2018 and addition of enforcement provisions consistent with *The Cities Act*.

Report

At its Regular Business Meeting held on November 19, 2018, City Council received two reports of the A/General Manager, Transportation and Utilities, requesting approval to consolidate Bylaw No. 8070, *The Storm Water Management Utility Bylaw, 2001* and Bylaw No. 8987, *The Storm Water Management Utility Bylaw, 2011*, implement a storm water management credit program for industrial, commercial, institutional and multi-unit residential properties effective January 1, 2019, extend the FPP and phase in a consolidation of the FPP and storm water management charges for the years 2019 to

2022 and update types of properties exempted from the storm water management charge to reflect current practices.

In addition, the following housekeeping amendments have been made to the Bylaw:

- updated the names to be consistent with the City's organizational structure;
- changed 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
- made other required amendments of a clerical nature.

Finally, updates to the Bylaw were required to insert certain enforcement mechanisms available under *The Cities Act* including the ability to add unpaid expenses and costs incurred by the City and unpaid utilities to a property owner's tax roll as well as the ability to discontinue public utility service for unpaid utilities.

In accordance with City Council's instructions, we are pleased to submit Bylaw No. 9545, *The Storm Water Management Utility Bylaw, 2019*.

Attachment

1. Proposed Bylaw No. 9545, *The Storm Water Management Utility Bylaw, 2019*.

Report Approval

Written by: Derek Kowalski, Solicitor

Approved by: Patricia Warwick, City Solicitor

Admin Report – Storm Water.docx
102.0538

BYLAW NO. 9545

The Storm Water Management Utility Bylaw, 2019

The Council of The City of Saskatoon enacts:

Part I – Short Title, Interpretation and Purpose

Short Title

1. This Bylaw may be cited as *The Storm Water Management Utility Bylaw, 2019*.

Definitions

2. In this Bylaw:
 - (a) “City” means The City of Saskatoon;
 - (b) “commercial property” means any site in the City, regardless of intended or actual use or the zoning, but does not include any site the primary use of which is residential property;
 - (c) “converted dwelling” means a dwelling which is more than 30 years old which was originally designed as, or used as, a one-unit dwelling and in which additional dwelling units have been created;
 - (d) “customer” means the owner or occupant of residential or commercial property that contributes storm water to the City’s storm water system;
 - (e) “domestic wastewater” means the water-carried waste and wastewater produced from any non-commercial property and which result from normal human living processes;
 - (f) “dwelling” means a building used or intended for residential occupancy;
 - (g) “Equivalent Runoff Unit (ERU)” is an averaged unit of measurement, the calculation of which is based on the average amount of hard surface for a typical one-unit dwelling in the City. For the purposes of this Bylaw, an ERU is deemed to be 265.4 square metres;

- (h) “General Manager” means the City Manager or a designate;
- (i) “hard surface” means areas which do not allow rainwater to soak into the earth including, for example, non-permeable concrete or asphalt and building roofs;
- (j) “multi-unit dwelling” means a building, or portion thereof, designed for, or occupied as, two or more dwelling units including all residential condominium buildings regardless of such building’s physical layout, design or construction;
- (k) “non-domestic wastewater” means all water-carried waste and wastewater of non-human origin from any property;
- (l) “Officer” means the City employee appointed for the purposes of administering and enforcing this Bylaw or their designate;
- (m) “one-unit dwelling” means a detached building designed for, or occupied as, one dwelling unit, whether or not such building also contains a basement suite, and includes converted dwellings;
- (n) “property” means a site serviced by the storm water system, which site may or may not contain a building or buildings;
- (o) “residential property” means one-unit dwellings and multi-unit dwellings;
- (p) “soft surface” means areas which allow some rainwater to soak into the earth including, for example, lawns, gardens, gravelled areas, storage ponds, bio-swales or concrete or asphalt designed to be permeable so as to allow water to soak through;
- (q) “storm water system” means any City asset or facility for the collection, transmission, treatment and disposal of storm water, ground water, unpolluted industrial and cooling water and includes mains, ditches, channels, catch basins, wet and dry water ponds, constructed wetlands, pumping stations and outfalls, but does not include a building storm sewer or a storm service connection; and
- (r) “storm water” means all runoff water from any source.

Purpose

3. The purpose of this Bylaw is to:

- (a) regulate the collection, transmission, treatment and disposal of storm water;
- (b) regulate direct and indirect discharges into any part of the storm water system;
- (c) prevent damage to or misuse of any part of the storm water system;
- (d) protect human health and safety and the environment;
- (e) establish and set terms and guidelines for the City's Storm Water Management Utility; and
- (f) set charges for all properties benefiting from the City's storm water system.

Public Utility Service

- 4. The works established for the collection and transmission of storm water pursuant to the provisions of *The Cities Act* are a public utility service.

Delegation of Authority

- 5.
 - (1) The administration and enforcement of this Bylaw is hereby delegated to the General Manager.
 - (2) The General Manager is authorized to further delegate the administration and enforcement of this Bylaw to its officers.

Part II – Storm Water System Regulation

General Prohibitions

- 6.
 - (1) No person shall discharge, permit or cause to be discharged into the storm water system any material except in accordance with the provisions of this Bylaw.
 - (2) No person shall be reckless or wilfully blind as to any discharge entering the storm water system.

- (3) No person shall discharge, permit or cause to be discharged into the storm water system any material unless permitted to do so under any Federal or Provincial legislation.
- (4) No person shall discharge, permit or cause to be discharged into the storm water system:
 - (a) any water having two or more separate liquid layers;
 - (b) domestic or non-domestic wastewater;
 - (c) liquid or vapour having a temperature greater than 65 degrees Celsius;
 - (d) pesticides, insecticides, herbicides or fungicides save and except chemicals contained in storm water emanating from trees or vegetation treated in accordance with any Federal or Provincial legislation;
 - (e) ashes, cinders, sand, stone or any other solid or viscous substance which may impair the operations and maintenance of the storm water system;
 - (f) solid matter larger than 12.5 mm in any dimension;
 - (g) water or waste having a pH lower than 5.5 or higher than 9.5;
 - (h) any noxious or malodorous substance capable of creating a public nuisance;
 - (i) any water or waste containing a toxic or poisonous substance, or a waste which, when combined with another waste, may cause toxic or poisonous substances to be liberated;
 - (j) any petroleum-based materials including, for example, gasoline, oil or diesel fuel, or any corrosive or explosive substance; and
 - (k) water from swimming pools or hot tubs.

Emergency Discharge

- 7. Notwithstanding subsection 6(4), the City may make such discharges in an emergency.

Storm Water System Connections

8. (1) Every property within the City on which there is a building or buildings with a combined covered area of 300 square metres or more shall have the roof area of such building or buildings connected to the storm water system. This requirement does not apply to one-unit dwellings or multi-unit dwellings with only two dwelling units in the building.
- (2) Every parking lot area of over 1,500 square metres shall be drained into the storm water system, unless written approval to the contrary is given by the City.
- (3) A required connection shall be made within 60 days of being notified by the City, or such other time as specified by the City. If the required connection is not made, the City may make the connection at the property owner's expense.
- (4) If there is no storm water system adjacent to a property described in subsection (1), and a building or buildings on such property covers or will cover more than 75 percent of the property, provision shall be made at the time of construction of such a building or buildings for connection of the building's or buildings' roof drains to the storm water system when it becomes available adjacent to such property, and such connection shall then be made.

Interference with Storm Water System

9. Any person who causes damage to or interferes with the storm water system shall be guilty of an offence.

Part III – Storm Water Management Charge

Calculation of Storm Water Management Charge

10. (1) Except as set out in section 11, each property in the City shall be charged a storm water management charge on its City Utility Statement based upon the number of ERUs it has as follows:
 - (a) all one-unit dwellings in the City are deemed to have one ERU;
 - (b) ERUs for multi-unit dwellings, commercial and non-exempt agricultural properties in the City shall be charged for the number of ERUs the property actually has, to the nearest ERU, provided that:

- (i) each such property is deemed to have a minimum of two ERUs; and
 - (ii) no property shall be charged for more than 100 ERUs, regardless of the actual number of ERUs it has.
- (2) The City shall calculate the number of ERUs each property has, and the actual number, or deemed number, shall be set out on the property's City Utility Statement, and shall be charged at the rates and in the manner described in Schedule "A".

Exempt Properties

- 11. (1) This Bylaw does not apply to the following property types:
 - (a) agricultural zoned properties, except where they include hard surface developments which generate runoff to the storm water system;
 - (b) property that is not connected to or serviced by the storm water system;
 - (c) City-owned streets, roadways or spur-lines;
 - (d) community gardens; and
 - (e) cemetery and park green space.
- (2) If the owner of a property seeks an exemption pursuant to subsection (1), the owner may apply to the City, in writing, for a determination as to the applicability of the storm water management charge.
- (3) Upon receipt of a request for an exemption, the General Manager shall review the request and notify the person who requested the review of the result and their decision, in writing.
- (4) The decision of the General Manager shall be final.

Property Alterations Affecting ERUs

- 12. (1) If any property is altered such that it then has fewer or more ERUs, the owner shall immediately advise the City of such alteration, and the City shall recalculate the number of ERUs the property then has.

- (2) Subject to section 10, if any property that is charged for two or more ERUs is altered such that after the alteration there are additional ERUs, the property shall be charged for such greater number of ERUs from when the alteration was first made.
- (3) Subject to section 10, if any property that is charged for two or more ERUs is altered such that after the alteration there are fewer ERUs, the property shall be charged for such lesser number of ERUs from when the alteration was first made.

Review of ERU Calculation

- 13. (1) If the owner of any property charged for two or more ERUs disputes the City's calculation of the property's ERUs, or disputes the recalculation of the ERUs charged to the property after an alteration, the owner may, in writing, apply to the City for a review of the property's ERU calculation.
- (2) Upon receipt of a request for a recalculation, the General Manager shall review the calculation and notify the person who requested the review of the result and their decision, in writing.
- (3) The decision of the General Manager shall be final.

Part IV – Storm Water Management Credit Program

Adjustments for Management of Storm Water Runoff

- 14. (1) If a customer manages the quality or quantity of their storm water runoff on site to the satisfaction of the City, the customer may qualify for credits to reduce their storm water management charges payable to the City.
- (2) The Storm Water Management Credit Program is set out in Schedule "B".

Part V – Infrastructure Upgrade Charges

Infrastructure Upgrade Charge

- 15. Every customer shall pay an infrastructure upgrade charge at the rate set out in Schedule "A" until December 31, 2021, at which time this section shall be repealed.

Part VI – Inspection, Compliance and Enforcement Procedures

Inspections

16. (1) The City is authorized to inspect property to determine if there is compliance with this Bylaw.
- (2) Inspections under this Bylaw shall be carried out in accordance with section 324 of *The Cities Act*.
- (3) No person shall obstruct the City in conducting an inspection under this section (or any person who is assisting the City).

Offences

17. Any person who breaches this Bylaw is guilty of an offence.

Discontinuance and Removal of Public Utility

18. (1) The City may, in accordance with section 23 of *The Cities Act*, discontinue providing a public utility service including water, wastewater and storm water service if:
 - (a) a utility charge pursuant to this Bylaw is unpaid; and
 - (b) reasonable notice of the City's intention to discontinue the public utility service is provided.
- (2) The City may enter any land or building for the purposes set out in subsection (1).

City's Right to Recover Costs for Damage/Remedial Action

19. (1) When any person, in failing to abide by the provisions of this Bylaw, causes damage to or interferes with the storm water system, such person shall be liable to the City for all costs incurred by the City in making repairs or taking remedial action.
- (2) The costs associated with making repairs or taking remedial action shall be an amount owing to the City.

Civil Action to Recover Costs

20. Notwithstanding any other remedy provided for in this Bylaw, the City may, in accordance with section 332 of *The Cities Act*, collect any unpaid storm water management charges or other charges under this Bylaw, expenses and costs incurred in remedying a contravention of this Bylaw by civil action for debt in a court of competent jurisdiction.

Adding Amounts to Tax Roll

21. The City may, in accordance with section 333 of *The Cities Act*, add the following amounts to the tax roll of a parcel of land:
- (a) any unpaid expenses and costs incurred by the City in remedying a contravention of this Bylaw to the taxes on the property on which the work was done;
 - (b) any unpaid costs relating to service connections of a public utility that are owing by the owner of the parcel of land;
 - (c) any unpaid storm water management charges for a utility service provided to the parcel by a public utility that are owing by the owner of the parcel of land; and
 - (d) any unpaid costs incurred by the City in eliminating an emergency to the tax roll of any parcel of land for which the person is the assessed person.

Liens for Public Utility Service

22. (1) All storm water management charges, rates and costs imposed on the owner of the land or building to which public utility service is supplied pursuant to this Bylaw are a lien on the land and building.
- (2) The lien mentioned in subsection (1):
- (a) has priority over all other liens or charges except those of the Crown;
 - (b) is a charge on the goods and chattels of the debtor; and
 - (c) may be levied and collected in the same manner as taxes are recoverable.

- (3) All storm water management charges, rates and costs imposed on any person to whom a public utility service is supplied and who is not the owner of the land or building are a debt due by the person and are a lien on the person's goods and chattels and may be collected with costs by distress.

Storm Water Management Utility Bylaw, 2001 and 2011 Repealed

23. (1) Bylaw No. 8070, *The Storm Water Management Utility Bylaw, 2001* is hereby repealed.
- (2) Bylaw No. 8987, *The Storm Water Management Utility Bylaw, 2011* is hereby repealed.

Coming into Force

24. This Bylaw comes into force on the 1st day of January, 2019.

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” Rates and Accounts

Rates

1. Storm Water Management Charge

The monthly rate for one Equivalent Runoff Unit (ERU) for the storm water management charge shall be as follows:

2019:	\$5.525
2020:	\$6.650
2021:	\$7.775
2022:	\$8.900

The storm water management charge shall be charged to all properties at a rate of \$8.90 per ERU per month after 2022.

2. Infrastructure Upgrade Charge

The monthly rate per water meter shall be as follows:

2019:	\$3.375
2020:	\$2.250
2021:	\$1.125

The Infrastructure Upgrade Charge will expire on December 31, 2021.

Accounts

3. Residential properties shall have the storm water management charge added to the property's City Utility Statement monthly, and it shall be shown as a separate item.
4. Commercial properties shall have the storm water management charge added to the property's City Utility Statement yearly, and it shall be shown as a separate item.
5. All properties shall have the Infrastructure Upgrade Charge added to the property's City Utility Statement monthly until December 31, 2021, and it shall be shown as a separate item.

Schedule “B”

Storm Water Management Credit Program

Storm Water Management Credits Excluding One-Unit Dwelling Residential Properties

Customers may qualify for credits to reduce storm water management charges payable when the customer can demonstrate to the City’s satisfaction that the customer effectively manages the quality or quantity of their storm water runoff onsite through an accepted industry best practice that meets the requirements of the City’s Design and Development Standards Manual at the time of application.

1. Conditions and Requirements

- (a) The Customer shall complete a Storm Water Management Credit Application, including supporting calculations for onsite retention or detention certified by a qualified person, and a maintenance plan, to the satisfaction of the City. Incomplete Applications will not be accepted.
- (b) Any approved credits will be applied retroactively to January 1 of the year the complete Application and all supporting information is received.
- (c) Credit approvals will be valid for five years subject to requirements in this Schedule being met, including but not limited to, ongoing completion of the approved maintenance plan. Storm water management credits may be extended after five years, subject to approval by the City.
- (d) A submitted Application shall constitute authority for the City to perform inspections of the property to determine the eligibility of the onsite storm water best practices, and the accuracy of the credit calculation. The inspection shall be limited to storm water best practices and other elements described in the Application. In the event that the Applicant is required to attend, the City shall schedule the inspections at a date and time that is mutually acceptable to both parties. Failure to allow for an inspection may result in a denial or cancellation of the storm water management credit.
- (e) Unless otherwise obligated by law, the City shall limit the use of the Application or other supporting documents to activities required to administer storm water management credits.
- (f) Only storm water management facilities that serve the property described on the Application shall be credited toward that customer's invoice. Credits shall only be given to the customer(s) listed on the City’s Utility Statement. The credit eligibility of a property does not transfer from the Applicant to a new owner of the property, unless approved by the City.

- (g) The Applicant cannot transfer storm water management credit eligibility from the property to another property owned by the Applicant.
- (h) If the onsite storm water management is not functioning as approved, the customer must notify the City. If the onsite storm water management is determined by the City to not be functioning as approved, the storm water management credit will be cancelled. The City reserves the right to recuperate any credit provided since the last verification by the City.
- (i) If the City determines an Applicant has misrepresented information on their Application, or maintenance records, the City reserves the right to issue an administrative fee, cancel the storm water management credit.

2 **Storm Water Management Credits**

- (a) The combined total of all storm water management credits shall not exceed 50%.
- (b) *Option 1: Water Quality Improvement Credit*

The maximum credit for this category is 20%. The Water Quality Improvement Credit will be based on the percentage of storm water directed through a quality control infrastructure device that meets the minimum standard of 80% total suspended solids removal for particles sizes 50 micron or larger.

Quality control infrastructure device may include, for example, oil and grit separators. Options such as low impact development or filters will be considered if it can be verified that the minimum standard of total suspended solids removal is met.

- (c) *Option 2: Peak Flow Reduction*

The maximum credit for this category is 30%. The Peak Flow Reduction Credit will be given for the proportion of storm water for a standard 1-in-2 year rain event held onsite and released slowly to the City's storm water system. The credit is equal to 0.4 multiplied by the peak flow reduction percentage up to 75%.

Eligible infrastructure may include, but is not restricted to, orifice controls along with parking lot storage, underground storage, roof-top storage, or storm water detention ponds.

(d) *Option 3: Onsite Retention*

The maximum credit for this category is 50%. The Onsite Retention Credit will be based on 2% per millimeter of storm water up to 25 mm that is retained onsite and not released to the City's storm water system.

Eligible low impact development infrastructure that retains storm water may include, but is not restricted to rain gardens, cisterns, permeable pavement, infiltration galleries, green roofs, and rainwater harvesting systems.

From: [City Council](#)
To: [City Council](#)
Subject: Form submission from: Write a Letter to Council
Date: Tuesday, December 11, 2018 7:24:59 PM

Submitted on Tuesday, December 11, 2018 - 19:24
Submitted by anonymous user: 96.125.245.223
Submitted values are:

Date: Tuesday, December 11, 2018
To: His Worship the Mayor and Members of City Council
First Name: Nancy
Last Name: Allan
Email: [REDACTED]
Address: [REDACTED] Main Street
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable):
Subject: let's all play for garbage pickup
Meeting (if known): Council
Comments:

Please support the proposal to have consumers pay for what we put in the garbage, recycling, or compost. If people pay for something, they value it. What could be wrong with that?

Cynthia Block (my councillor) said that she hoped for a progressive city that leads in safety, sustainability and livability. This initiative would go some way to encouraging people to think about what they buy and then want to get rid of, leading to a better place to live. Studies show that putting a price on it would reduce volume and take some pressure off the landfill, something we all want.

Councillor Hill, please think again about changing your vote.

Best wishes.

Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/269913>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 12, 2018 8:44 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Wednesday, December 12, 2018 - 20:44
Submitted by anonymous user: 70.64.64.75
Submitted values are:

Date: Wednesday, December 12, 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: [REDACTED]

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

Subject: Curbside Waste Collection Funding [File No. CK. 116-2 x 7830-1]

Meeting (if known): December 17, 2018 Regular Council Meeting

Comments:

A member of the Saskatoon Environmental Advisory Committee would like to speak in support of the Curbside Waste Collection utility, passed by Council on November 19, 2018, as a key part of achieving Saskatoon's waste diversion targets.

Sara Harrison
Chair, Saskatoon Environmental Advisory Committee
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270318>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 12, 2018 3:32 PM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: user-pay_waste_service.pdf

Submitted on Wednesday, December 12, 2018 - 15:31
Submitted by anonymous user: 204.83.204.174
Submitted values are:

Date: Wednesday, December 12, 2018
To: His Worship the Mayor and Members of City Council
First Name: Keith
Last Name: Moen
Email: keith.moen@nsbasask.com
Address: 9-1724 Quebec Ave
City: Saskatoon
Province: Saskatchewan
Postal Code: S7K 1V9
Name of the organization or agency you are representing (if applicable): NSBA
Subject: Reconsideration of Vote on User-Pay Waste Service
Meeting (if known): Dec 17th City Council Meeting
Comments:
Hello,

Please see the attached letter from the NSBA to be included to Council regarding the upcoming re-vote on the Waste and Compost Systems.

Thank you,

Keith Moen
Executive Director
NSBA

Attachments:
user-pay_waste_service.pdf: https://www.saskatoon.ca/sites/default/files/webform/user-pay_waste_service.pdf

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270202>



December 12, 2018

User-Pay Waste Services

Phone 306.242.3060 Fax 306.242.2205

Email
info@nsbasask.com

#9-1724 Quebec Avenue,
Saskatoon, SK S7K 1V9

His Worship and Members of City Council
City Hall
222 3rd Ave North
Saskatoon, SK
S7K 0J5

Dear His Worship and Members of City Council,

The NSBA is concerned with the decision to reconsider City Council's decision to remove waste collection from the mill rate and move to a user-pay model for this service. Not only are we concerned that Council is re-arguing a motion that has been an ongoing discussion at Council and Committee meetings for months, but also that reconsidering this motion will continue to require businesses to subsidize the City's residential waste collection service.

To date, the NSBA has remained silent on this debate with the understanding that the creation of a user-fee waste would allow the City to more accurately recoup costs from the actual users of the services. It's our understanding that a user-pay model would be largely positive for businesses. ICI (Industrial, Commercial, and Institutional) properties pay a premium of 1.59:1 on the mill rate, yet the vast majority do not receive the benefits of waste services, nor utilize the City Landfill at all. Statistics contained in a [report](#) produced for the City in 2017 show that only 5% of ICI organizations in the city (300 of 6,140) utilize the City Landfill for their waste needs. It is our understanding from discussions with private landfill operators that this number continues to go down. If diversion is the true goal the City is well on its way to achieving this and, with other private landfills as options in the region, the City could even consider eliminating ICI dumping at the Saskatoon Landfill altogether.

Further, the way that the City currently funds its waste model results in an inflated fee for self-tipping, which is the means by which many in the aforementioned 5% of ICI City Landfill users access the service. This fee – \$105/tonne versus the [\\$75/tonne the City estimates as the high point of its airspace value](#) – has an adverse effect on small businesses which use the self-tipping option, (and hence the appeal of the private landfills in the area). By moving to a user-pay model that accurately prices current waste collection comprehensively, the City would be able to reduce these fees to an amount more in line with the estimated airspace value and reduce the financial burden on the few ICI customers it has.

We strongly urge City Council to re-confirm the motions passed on November 19, 2018 to move waste services towards being a financially self-supported model. Of course, our support of moving to a user-fee model is contingent on a true mill rate reduction to actually and accurately offset the user fees. We are happy to address any questions from City Council regarding this letter at the members' convenience.

Sincerely,

Keith Moen
Executive Director



SASKATOON'S BUSINESS ASSOCIATION

Bryant, Shellie (Clerks)

From: City Council
Sent: December 17, 2018 9:39 AM
To: City Council
Subject: Form submission from: Write a Letter to Council - duplicate
Attachments: 18_12_14_citycouncil_wasteutility2.pdf

Submitted on Monday, December 17, 2018 - 09:39
Submitted by anonymous user: 207.47.161.163
Submitted values are:

Date: Monday, December 17, 2018
To: His Worship the Mayor and Members of City Council
First Name: Darla
Last Name: Lindbjerg
Email: assistant@saskatoonchamber.com
Address: Greater Saskatoon Chamber of Commerce, 110 - 345 4th Avenue South
City: SASKATOON
Province: Saskatchewan
Postal Code: S7K 1N3
Name of the organization or agency you are representing (if applicable): Greater Saskatoon Chamber of Commerce
Subject: Re: Agenda Item #11.1 Councillor Hill - Curbside Waste Collection Funding [File No. CK. 116-2 x 7830-1]
Meeting (if known): City Council Meeting December 17/18
Comments: Attached Letter from Darla Lindbjerg re: Motion to Rescind Waste Utility Resolution
Attachments:
18_12_14_citycouncil_wasteutility2.pdf:
https://www.saskatoon.ca/sites/default/files/webform/18_12_14_citycouncil_wasteutility2_0.pdf

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271388>

December 14, 2018

Mayor Charlie Clark & City Councillors
City of Saskatoon
222 Third Avenue North
Saskatoon, SK S7K 0J5

His Worship the Mayor and Members of City Council:

SUBJECT: Motion to rescind waste utility resolution

On behalf of the Greater Saskatoon Chamber of Commerce, we are concerned with the motion to rescind the resolution passed on November 19th to fund curbside waste collection through a utility.

In November, City Council approved a user-pay utility structure to fund waste collection and introduced a mandatory organics program that would be funded through the property tax. From our perspective, the benefit of moving waste collection to the utility model is two-fold. First, a utility allows users to pay directly for the waste they generate, which should naturally incentivize diversion. Second, through a utility, users pay only for the services they use. Under the current property tax structure, Industrial, Commercial and Institutional (ICI) entities pay for public waste services; yet many don't utilize these services due to the use of private firms for waste collection.

In our view, if Council decides to overturn this decision, this could have a significant impact on property taxes, with both waste collection and the organics program falling under the property tax provision. Furthermore, the city's target of 70% waste diversion by 2023 may not be realized.

In closing, I ask Council to refrain from re-opening this debate and, instead, move forward with the progressive user-pay system for waste collection approved on November 19th.

Kindest regards,



Darla Lindbjerg
President & CEO

Taxi Industry Data

Recommendation

That the report of the General Manager, Community Services Department, dated December 17, 2018, be received as information.

Topic and Purpose

This report addresses a resolution arising from City Council on December 18, 2017, two resolutions arising from the Standing Policy Committee on Transportation on June 27, 2018, and two resolutions from City Council on September 24, 2018, relating to taxi trip data provided to the City of Saskatoon by taxi brokerages.

Report Highlights

1. Taxi brokerages are required to provide taxi trip data to the City of Saskatoon including the time a call was received and the time the taxi meter is turned on and off. Distinction between accessible and non-accessible trips is also provided. Brokerages are not required to report the number of taxis available for dispatch at any given time, or compliance with the requirement that trips be provided to all people when appropriately dispatched.
2. The data indicates significant variability between accessible and non-accessible wait times. A review is being conducted to ensure accessible taxi service gives priority to requests for accessible service.
3. The number of taxis needed to service demand at different times of the day, and of the year, varies substantially; however, it is estimated 215 taxis would meet the average demand based on a standard of a 10-minute or less wait time, 95% of the time.
4. The Administration has reassessed the SaskPlates and Flex Service proposals, and the current seasonal plates program. Further consultation with the taxi industry will be conducted prior to bringing forward a proposed approach to Transportation Committee for additional licences that can be more responsive to peak demand times.

Strategic Goals

This report supports the Strategic Goals of Continuous Improvement and Moving Around. The City of Saskatoon (City) leverages technology and emerging trends, and goes beyond conventional approaches to meet the changing needs of the city and expectations of citizens. Saskatoon is a city on the move and the proposed options will help to optimize the flow of people and goods in and around the city.

Background

At its December 18, 2017 meeting, City Council resolved that:

- “4. 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 services on Accessibility services.”

On June 27, 2018, the Standing Policy Committee on Transportation resolved:

“That the Administration provide a report outlining the current level of data required and provided to the City by the taxi industry and whether that data is robust enough to monitor:

- availability of licensed taxis to provide service at any given time; and
- compliance to the current requirements to provide service to any person when appropriately dispatched.”

“That the Administration provide a report with data that provides further clarity regarding the current peak times and slow times for service provision in the taxi industry.”

At its September 24, 2018 meeting, City Council resolved:

- “2. That Administration report on what would happen if an additional 30 – 50 Sask Plates were introduced into the taxi market and those plates be allotted to drivers only;
3. That the Administration report back following an analysis of best available trip data on current unmet demand within the taxi industry, and on the ability of the existing taxi licenses to meet peak demand. That the Flex Service, Sask Plates, and August 8, 2018, consultation proposals be re-evaluated on the basis of this analysis and provide a proposal regarding how many taxi licenses would best meet demand in Saskatoon today and going forward; and”

This report is provided in response to these resolutions.

Report

Data Provided to the City by Taxi Brokerages

A taxi broker is defined in Bylaw No. 9070, The Taxi Bylaw, 2014 (Taxi Bylaw), as “a person who accepts calls in any manner for the dispatch of taxis and who dispatches taxis licensed under this Bylaw”. There are currently four licensed taxi brokers operating in Saskatoon: United Cabs, Comfort Cabs, Saskatoon Radio Cabs and Riide. The Taxi Bylaw specifies monthly trip data that must be reported by the brokers to the City.

Trip data is defined in the bylaw at Section 2. (y) as:

“information collected and maintained by a licensed taxi broker respecting the dispatching and conveyance of customers by taxis affiliated with the broker and includes the following:

- (i) the time a call is received requesting the dispatch of a taxi;
- (ii) the time a taxi driver accepts the dispatch of a taxi;
- (iii) the time a taxi driver engages the taxi meter for that dispatched call;
- (iv) the time a taxi driver turns the taxi meter off at the conclusion of the trip;
- (v) whether the trip involved the conveyance of a person with a disability; and
- (vi) the number of trips per month for each wheelchair accessible taxi.”

The Taxi Bylaw does not require taxi brokers to report the number of taxis available for dispatch at any given time.

There are currently 210 licensed taxis (which includes 24 seasonal licences), all of which are permitted to operate 24 hours per day; however, the number of taxis available for dispatch per hour varies, due to factors including driver illness, vacation, vehicle repairs, or drivers choosing not to operate the taxi at times when demand is low. On average, fleet utilization between September 2017 and June 2018 was 56%, which is equivalent to 118 individual taxis dispatched in a one-hour period.

Trip data provided to the City by taxi brokerages is used to monitor service levels, such as the number and proportion of accessible and non-accessible trips, and to verify that taxi operators are complying with the Taxi Bylaw, including operating the taxi meter. Data is also used to investigate complaints from the public.

The required data is not robust enough on its own to monitor the availability of licensed taxis to provide service, or to assess compliance with the requirement to provide service to any person. Additional data provided by the taxi brokerages, including taxi fleet utilization and cancelled trip dispatch data, are important inputs in this review and report on the provision of service. Complaints from the public are critical to identifying the availability of service, such as a refusal to accept a service animal.

Peak and Low Demand Time for Taxi Service

A key indicator of peak and low demand periods for taxi service is wait time. The Administration collaborated with the Saskatchewan Taxi Cab Association (STCA) to complete this calculation based on additional data they provided.

Wait time is calculated as the difference between the time the call for service was made and the time the taxi meter was turned on. For the purposes of this report, the Administration and STCA identified a service standard of a 10 minute (or less) wait time as a reasonable benchmark target for non-accessible trips. In providing accessible

service, the taxi meter is not turned on until the customer's wheelchair is secured, which takes approximately 5 minutes. The service standard for accessible services includes that additional time, resulting in a benchmark target wait time of 15 minutes or less.

The percentage of trips provided within the service standard, during the period of September 2017 to June 2018, is provided in the table below. The percentage of trips with significant wait times (more than 20 minutes) is also provided, indicating high demand periods.

Percentage of Trips within Service Standard*

Service Provided	Meets Service Standard	Wait Time of 20 Minutes or More
Non-accessible Trips (10 minute wait time or less to meet service standard)	81%	2%
Accessible Trips (15 minute wait time or less to meet service standard)	57%	29%

*Based on an average of all trips provided over the period of September 2017 to June 2018.

With respect to the accessible service, the higher percentage of trips with longer wait times does not appear to be due to a supply shortage of wheelchair accessible vehicles. There are currently 26 wheelchair accessible taxis licensed and an average of 46 wheelchair accessible trips provided per day. Enhanced fleet utilization and measures to ensure priority is being given to serving accessible trip requests may assist in achieving a higher percentage of trips meeting the service standard benchmark.

The Administration is currently undertaking a review to ensure that the drivers of wheelchair accessible vehicles are complying with the Taxi Bylaw requirement to prioritize wheelchair accessible service. Further consultation with the taxi industry will also be conducted to determine how accessible service might be enhanced, and how funds raised through the proposed \$0.07 Transportation Network Companies (TNC) levy can incentivize drivers and vehicle owners.

Number of Taxi Licences Required to Meet Demand

An analysis of demand projection based on additional trip information provided by the brokerages confirms that there is significant variability in the number of taxis needed to meet demand, depending on the time of the day and year.

Demand for taxi service was determined through a review of data detailing completed, cancelled, and no-show trips, as well as wait time and fleet utilization estimates. On average 218 trips are completed per hour, six trips are cancelled, and 19 trips are no-shows.

In order to achieve a service standard benchmark of a 10 minute wait time, and assuming a fleet utilization rate of 90%, 384 taxis would be required to adequately service peak demand periods, while 12 taxis would be sufficient to adequately service the lowest demand periods. Due to this wide range in demand, there will be times of the day where the city is overserved and underserved with taxis.

In determining an appropriate number of taxis required to meet demand, a balance must be struck between the low and high demand times. Therefore, 215 taxis would address the average forecasted demand 95% of the time, based a standard of a wait time of 10 minutes or less.

Assessment of Flex Service and SaskPlates Proposals to Meet Demand

The Flex Service and SaskPlates proposals offered solutions to potentially reduce the wait times for service in peak periods; however, details regarding the implementation of such proposals would require further consideration.

The STCA's Flex Service proposal suggested that additional vehicles be dispatched when wait times exceeded 10 minutes, while the United Steel Workers SaskPlates proposal suggested that 50 temporary plates be issued to drivers who would be restricted to operating them for a maximum of 12 hours per day. It is noted that the taxi brokers could establish a TNC once such an option is available, which will replicate aspects of the Flex Service proposal.

Proponents of these two proposals were invited to submit a joint proposal for City Council's consideration. While a joint proposal has not been received, aspects of such a proposal, similar to the SaskPlates proposal, was identified at an industry consultation meeting held on August 8, 2018.

Based on the industry consultation to date, an option exists to replace the existing 24 seasonal licence plates, operating from September to June, with 30 to 48 temporary licences, issued on a year round basis, but restricted to one driver operating a maximum of 12 hours of per day. An updated model such as this would result in an approximately equivalent number of operating hours, but provide availability of more drivers at high demand periods.

Additional logistical and operating details still need to be confirmed in developing an updated seasonal licence model, including the appropriate number of licences to be issued, term length, and eligibility for the lottery draw. Additional consultation with the taxi industry will be conducted and further reporting on this proposal will be brought back for City Council's consideration in the coming few months.

Public and/or Stakeholder Involvement

In developing the data for this report, the Administration coordinated with the STCA to utilize additional taxi trip data that is not required to be reported to the City.

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

Additional consultation with industry stakeholders will be undertaken to identify an appropriate model to replace the seasonal plates program. Further reporting on the details and logistics, as well as proposed bylaw amendments, will be provided in the coming months.

The current seasonal taxi licences are set to expire at the end of February 2019. To accommodate the timing required to develop and implement a new model, the Administration will be bringing forward a report to recommend that the terms of the existing seasonal licences be extended until June 28, 2019, or the implementation of a new model, whichever occurs first.

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: Lynne Lacroix, Acting General Manager, Community Services Department

S/Reports/2018/CS/Council – Taxi Industry Data/df

Taxi Industry Data Report

City Council
December 17, 2018

Report Resolutions

This report addresses a number of resolutions related to taxi data:

- The current levels of service to people requiring accessible service and potential impacts of ridesharing on Accessibility services.

(Dec. 18, 2017 - City Council)

Report Resolutions – con't

- The level of data the taxi industry is required to report, and whether that data is robust enough to monitor:
 - ❑ availability of licensed taxis to provide service at any given time; and
 - ❑ compliance to the requirements that taxis provide service to any person when appropriately dispatched

(June 27, 2018 - SPC on Transportation)

Report Resolutions – con't

- Provide a report with data that provides further clarity regarding the current peak times and slow times for service provision in the taxi industry

(June 27, 2018 - SPC on Transportation)

Report Resolutions – con't

- Based on best available trip data, provide analysis of current unmet demand within the taxi industry, and ability of the existing taxi licenses to meet peak demand.
- Re-evaluate Flex Service, Sask Plates, and August 8, 2018, consultation proposals on the basis of this analysis and propose how many taxi licenses would best meet demand in Saskatoon today and going forward.

(Sept. 24, 2018 – City Council)

Report Resolutions – con't

- Report on what would happen if an additional 30 – 50 SaskPlates were introduced into the taxi market and those plates be allotted to drivers only.

(Sept. 24, 2018 – City Council)

Robustness of Data

- Required monthly data reports do not provide enough information to assess wait times (availability of licensed taxis to provide service).
- The Taxi brokers cooperated in providing additional data, including taxi fleet utilization and cancelled trips, to undertake this assessment.
- Required data cannot be used to confirm that service is provided to all people when requested. Complaints from the public are critical to determining refusal of service.

Data Analysis – Wait Time Service Standard

- The Administration collaborated with the Saskatchewan Taxi Cab Association to identify an appropriate service standard; that being a wait time of 10 minutes or less, 95% of the time.
- Accessible service requires an additional 5 minutes to secure a wheelchair before the meter is turned on; therefore a service standard wait time standard is set at 15 minutes, 95% of the time.

Wait Time Service Standard

Percentage of taxi trips meeting service standard benchmark:

Service Provided	Meets Service Standard	Wait Time of 20 minutes or more
Non-accessible taxi trips (10 minute or less wait time)	81%	2%
Accessible Trips (15 minutes or less wait time)	57%	29%

Peak and Low Demand Periods

Analysis indicates:

- 12 taxis would be adequate to serve the lowest demand periods
- 384 taxis would be required to serve the highest demand periods

Due to the wide range in these variables, a balance must be identified: 215 taxis identified to be an appropriate number that could adequately serve the average demand period, 95% of the time.

Accessible Service – Service Standards

- 26 wheelchair accessible taxis currently licensed
- An average of 46 accessible trips are provided each day
- Accessible taxis serve all customers, but are required to prioritize requests for accessible service
- Further review being done to assess why such a high percentage of accessible trips exceed the wait time service standard.

Proposals for Additional Licenses to Meet Demand

- Currently 210 taxis licensed to operate, including 24 Seasonal Taxis which operate from September to June.
- Flex Plates proposal – additional taxis permitted to operated when demand exceeds 10 minute wait time.
- Sask Plates Proposal – 50 licenses issued to Drivers, restricted to being operated by one driver for a maximum of 12 hours per day.

Assessment of Additional Licenses to Meet Demand

- Flex Service can be somewhat replicated through establishment of a TNC by Brokers
- Administration is developing a replacement program for Seasonal Taxis, which would be similar to SaskPlates proposal:
 - Issue 30 to 48 licenses, by lottery, to drivers.
 - operate year round, but restricted to one driver operating a maximum of 12 hours per day.

Assessment of Additional Licenses to Meet Demand

- Proposed Program would provide additional flexibility for taxi industry to meet demand
- Up to 48 drivers available to serve peak demand compared to maximum of 24 drivers now available through seasonal plates program
- Result: increase from 210 taxis currently available to 234 taxis available for 12 hours of the day.

Assessment of Additional Licenses to Meet Demand

Type of Taxi License	Current # of Taxi licenses	Proposed #
Accessible Taxis	26	26
Permanent Taxi Licenses	160	160
Seasonal Temporary Taxi Licenses	24 operating 24/7, Sept to June	N/A
Program to replace Seasonal Plates	N/A	Up to 48 licenses issued to drivers who may operate up to 12 hours per day all year
TOTAL Available Taxis	210 taxis licensed – available 24 hours a day	up to 234 taxis available 12 hours per day, year round, which includes 186 taxis licensed and available 24 hours per day

Assessment of Additional Licenses to Meet Demand

- Additional logistical and operating details to be confirmed:
 - appropriate number of licenses
 - term length
 - eligibility for lottery
- Consultation with stakeholders
- Further report will be brought forward in coming months
- Will submit report requesting extension of seasonal plates while new program is being developed

Questions

Bryant, Shellie (Clerks)

From: City Council
Sent: December 14, 2018 2:22 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Friday, December 14, 2018 - 14:21
Submitted by anonymous user: 216.197.252.38
Submitted values are:

Date: Friday, December 14, 2018
To: His Worship the Mayor and Members of City Council
First Name: Kelly
Last Name: Frie
Email: info@stca.ca
Address: 225 Avenue B N
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L 1E1
Name of the organization or agency you are representing (if applicable): Saskatchewan Taxi Cab Association
Subject: Request to speak for Agenda Item - 9.7.1 Taxi Industry Data [File No. CK. 7000-1]
Meeting (if known): December 17th Council Meeting
Comments:
Hello,

I am requesting the opportunity to speak to the recently added agenda item 9.7.1 Taxi Industry Data [File No. CK. 7000-1]

The Saskatchewan Taxi Cab Association would also like to submit the attached Data Report that is referenced by city administration in their own report. This data report is the information that administration uses for their recommendations.

We would like to attach a report to this agenda item that we will be sending to city.council@saskatoon.ca in an email as the file size is too large for online submission.

Thank you for your help.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/270854>

Saskatoon City Councillors
222 3rd Avenue North
Saskatoon, SK S7K 0J5

December 14, 2018

Dear Council,

Further to our letter of December 7th, and the September 24th motion that administration report back following an analysis of available taxi data, we write to you today to share that very important report.

Despite a motion from council over a year ago to administration to complete this analysis nothing moved forward, so the STCA took it upon itself to complete. The report answers two key questions you as public policy makers have been asking:

1. What is the true unmet demand for taxis? and;
2. How many taxis are needed to service Saskatoon?

What the data shows is that there are not enough taxis to service Saskatoon. The Saskatchewan Taxi Cab Association (STCA) recommends that 95% of all passenger-directed trips be picked up in 10 minutes or less which translates into 261 taxi licenses total; an increase of 51 licenses.

City administration via Mr. Mark Wilson has vetted our data analysis. Please do not make any significant decisions without this data.

To move forward on Monday with an entire *Transportation Network Company Bylaw* before conducting any kind of need and demand analysis in our city would be a disservice to everyone. Drivers, the public, long-established local businesses in Saskatoon and the disability community. It will also create a significant disadvantage and unlevel playing field for our industry to allow an uncapped number of TNCs to have such a head-start in Saskatoon.

We will continue to work to educate council, administration and the public on this very important matter. We look forward to future engagement on changes to the taxi bylaw as soon as possible and will work to answer any questions you have.

Sincerely,



Kelly Frie - STCA, Executive Member
306.220.2750
info@stca.ca



Carlo Triolo - STCA, Executive Member
306.341.4103
info@stca.ca



A Comprehensive Analytical Report of Saskatoon's Taxi Industry: Using Historical Data to Develop Future Policy

Introduction

This report provides an analysis of historical taxi data that has been vetted and approved by City of Saskatoon administration. The STCA offered to assist the City in analysing this information in order to help answer the question policy makers have long asked, "How many taxis are needed to service Saskatoon?"

This report helps provides that answer, not only for today but for tomorrow.

The current limit of 210 taxi licenses in Saskatoon has restricted the ability for the taxi industry to meet demand. It is forecasted that if there were a sufficient number of licenses to meet demand, 30.17% more trips could be completed over the course of a year over current levels. This represents a significant inconvenience to the public.

Decision makers should understand that while more licenses are needed, there is only a tiny fraction of the number of hours in a year where a large permanent license pool could earn a profit. The rest of the year supply will outstrip demand in an unlimited vehicle market. The reasonable profit potential of any taxi or Transportation Network Company (TNC) will be unattainable in an uncapped market.

These profit issues occur because an individual vehicle does not experience economies of scale as the supply of vehicles increases. Most of the costs associated with operating a taxi or TNC are fixed to the individual vehicle (fuel, vehicle maintenance, depreciation, etc). An individual vehicle doesn't experience economies of scale savings as more vehicles are added to the road.

Public policy makers have the opportunity directly to determine how the industry will meet demand based on success measurements. The review of current bylaws has been spurred by public complaints of long wait times and therefore any policy decision that is made should be focused on resolving this issue first and foremost. It needs to be decided whether 80%, 90% or 100% of trips should be picked up in 10 minutes, 15 minutes or 20 minutes or less. The data analysis in this report has the ability to address any determined policy success metric.

NOTE: Recently, British Columbia introduced legislation to regulate the vehicle for hire sector. Bill 55: *The Passenger Transportation Amendment Act 2018*, introduced a new term - 'passenger-directed vehicles'. It describes both taxis and TNCs. While this report outlines the current and future demand for taxis, it can be concluded that it includes demand for all trips

and is the best estimate of total demand in Saskatoon. Therefore, these two types of vehicles for hire will be referred to collectively as the **passenger-directed vehicle industry** throughout the report.

Brief Overview of Data

Overview of all Data Analyzed*	
Dates Analyzed	September 1, 2017 – June 30, 2018
Total Days in Data	303
Total Hours in Data	7,272
Number of Trips Completed	1,580,116
Number of Licenses	210
Average Trips Completed Per Day	5,232
Average Trips per Hour	1.76
Average Trips Per Hour	217
Maximum Trips Completed in an Hour	942
Minimum Trips Completed in an Hour	34

* The data was analyzed over this 10-month period when all 210 licenses were operating because it can be assumed that less licenses on the road will only exasperate issues. This decision was made in partnership with City administration.

The Passenger-Directed Vehicle Industry Today

- **Licenses:** The passenger-directed industry's demand is incredibly fluid. Demand rises and falls minute by minute and requires license flexibility to manage this challenge. The current restrictions do not allow for this fluidity.
- **Wait times:** Only 6.18% of the 7,272 hours analyzed had wait times over 15 minutes. However, it should be noted that long wait-times occur more frequently at hours where demand has outstripped supply, such as a typical Saturday morning at 2:00 am.
- **Lost Capacity:** On average 10.97% of all trips booked resulted in a no show or cancellation. This further exasperates supply issues that affect wait times.

Current Demand

Current demand is influenced/dictated by three critical variables. These variables determine how many passenger-directed vehicles are on the road at any given time, how many people they can move in an hour and how large a potential passenger-directed vehicle license pool needs to be. These variables are used to develop forecasts and models for the future.

They are:

- 1) **Demand:** the total number of trips available and is tracked, hour by hour, 365 days per year. Demand drives everything in the passenger-directed vehicle industry. Without it, vehicle efficiency cannot increase nor the number of vehicles that operate profitably.

- 2) **Fleet Utilization:** the percentage of the entire passenger-directed vehicle fleet that is actively picking up rides at any given hour. As demand rises fleet utilization increases; as demand falls fleet utilization decreases. Fleet utilization is the measurement of a driver's decision to operate based on profit potential.
- 3) **Capacity:** the physical number of trips a passenger-directed vehicle can complete in an hour. The capacity for a passenger-directed vehicle also rises and falls with demand increases and decreases. The economic definition of capacity is, "the maximum level of output that a company can sustain to make a product or provide a service. Planning for capacity requires management to accept limitations on the production process."

These three variables are crucial to understand as they are the basis for forecasting. They are discussed in greater detail in the attached report.

What these variables show is that the current limit of 210 licenses is not enough to meet forecasted demand in Saskatoon for 54% of hours in a year. In other words, there is not enough supply of vehicles to meet demand in the city for more than half the hours in a year because taxi licenses are capped too low.

The current number of licenses creates a 'supply wall' that cannot be overcome, leaving demand unfulfilled. Issues of supply are impacted or are felt most during hours where demand for trips quickly spikes. It is during these limited hours throughout the year that a majority of long wait times occur.

For example, on Saturday, October 29, 2017 at 2am, the busiest hour of the year observed, the taxi industry completed 942 trips. However, 181 of those trips had a wait time greater than 10 minutes and many rides that were available were never picked up because of the 210 license limit.

Planning for Future Demand

Wait times are a key measure of success. It should follow that any bylaw should have success metrics that address this issue. This report recommends, that the city should establish as a policy goal, that 95% of all driver directed vehicle trips be picked up in 10 minutes. This is achievable for any operator; TNC or taxi, if provided the ability to do so from a regulatory perspective.

The data uses this metric to ensure that the correct number of vehicles are forecasted to meet demand with reasonable wait times for any hour of the year.

A Demand Optimization Formula unique to Saskatoon has been developed that uses the three variables discussed to conservatively forecast the total number of licenses required to manage any hourly forecasted demand.

What the Forecasts Show

1. The current 210 licenses cannot manage forecasted demand for 3,949 hours with 95% of trips completed in 10 minutes or less.
2. An increase to a 221-vehicle pool will allow the passenger-directed vehicle industry to manage all but 145 hours of forecasted demand with pick-up wait times of 10 minutes or less.
3. An increase to a 261-vehicle pool will allow the passenger-directed vehicle industry to manage all but 48 hours of forecasted demand with pick-up wait times of 10 minutes or less.
4. The uppermost peak forecasted demand would require a 384-vehicle pool to achieve pick-up wait times of 10 minutes or less of 1,382 forecasted trips. This only occurs for one hour throughout the entire 7,272 hours analyzed. The forecasted demand for this hour is an increase of 47%. The actual trips completed were 942.

Attachments

Attached is the full data report referenced. It has been compiled using taxi data generated by the STCA and provided to the City of Saskatoon and has been vetted and approved by city administration.

For more information or clarification, please contact:

Saskatchewan Taxi Cab Association

info@stca.ca

www.stca.ca



A Comprehensive Analytical Report of Saskatoon's Taxi Industry: Using Historical Data to Develop Future Policy

December 14, 2018

This report has been compiled using taxi data generated by the STCA and provided to the City of Saskatoon and has been vetted and approved by city administration.

TOPIC 1 - The Passenger-Directed Vehicle Industry Today

Using analyzed historical taxi industry data – and with support from City of Saskatoon staff, this report contains a forecast model intended to assist the City to determine the optimal number of taxis and TNCs required to service Saskatoon during any given hour throughout a year.

Recently, British Columbia introduced legislation to regulate the vehicle for hire sector. Bill 55: *The Passenger Transportation Amendment Act 2018*, introduced a new term - ‘passenger-directed vehicles’. It describes both taxis and TNCs. While this report outlines the current and future demand for taxis, it can be concluded that it includes demand for all trips and is the best estimate of total demand in Saskatoon. Therefore, these two types of vehicles for hire will be referred to collectively as the passenger-directed vehicle industry throughout the report.

This report analyzes the entirety of Saskatoon’s demand for taxis, and by logical extension, TNCs. Therefore, it refers to the sum of both industries throughout this report as passenger-directed vehicles.

As seen on Graph 2, the passenger-directed vehicle industry in Saskatoon experiences wild demand fluctuations – changing literally every minute of every day. In fact, there may be no other business or industry required to manage this type of demand fluidity. It is important to understand that this fluidity poses tremendous challenges for how many vehicles will operate and when they will operate profitably.

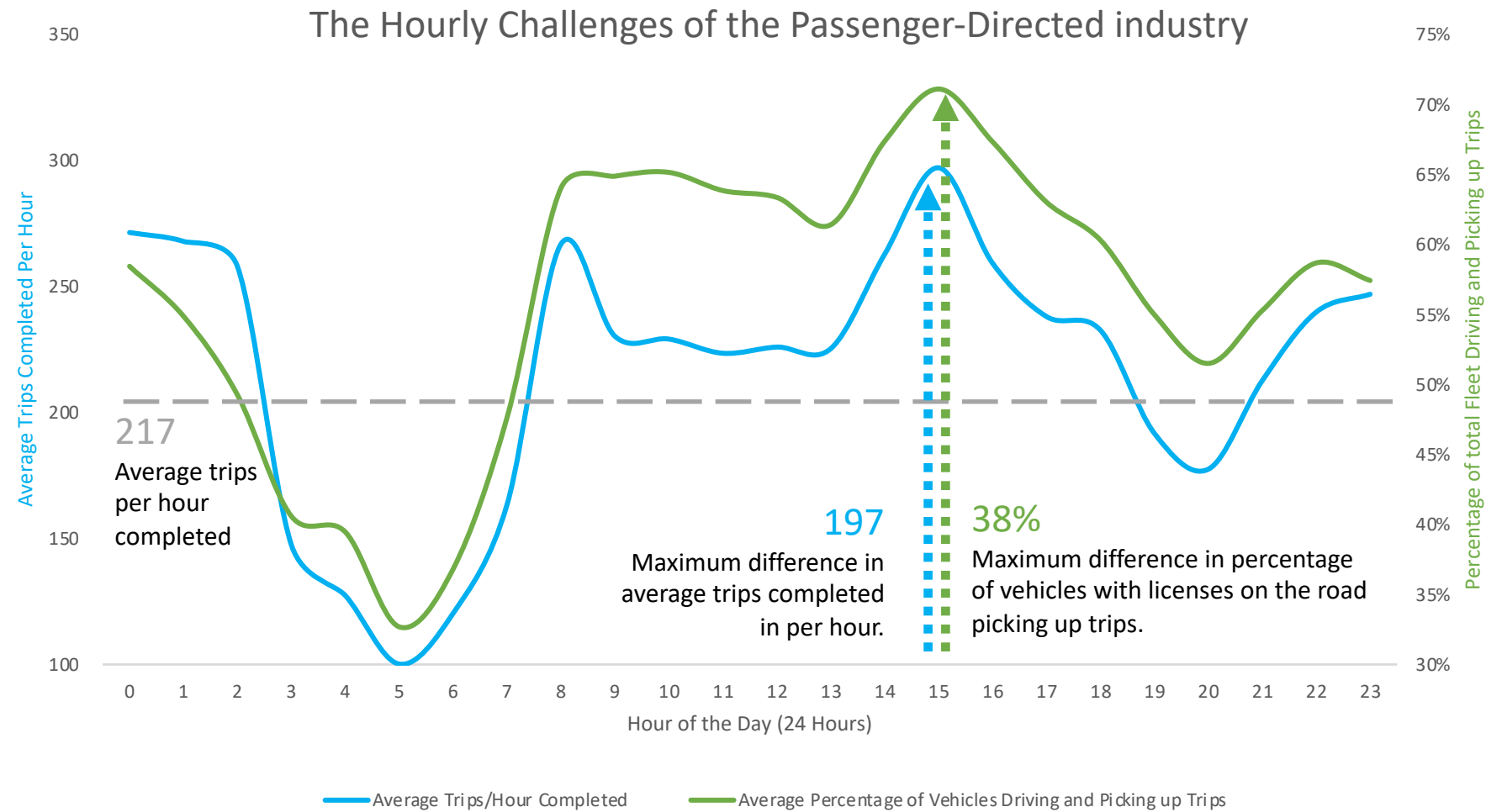
However, as this report outlines, both demand and supply can be accurately forecasted with extensive and robust historical data.

Goals

- 1) Explain the current passenger-directed vehicle market in Saskatoon and how it operates today.
- 2) Outline the “Demand Optimization Formula”: using historical data and modeling to predict the optimal number of passenger-directed vehicles needed to service Saskatoon effectively based on hourly demand.
- 3) Forecast future demand based on key performance indicators that are designed to improve wait times.

Tips for reading this report

To fully understand the accompanying graphs and data, it is recommended that you first read the text document that will provide valuable information such as key definitions, examples and more before moving to the graphs that provide further explanation.



Faced with such dramatic influxes of demand the passenger-directed vehicle industry constantly makes adjustments to meet the challenge.

Overview of all Data Analyzed	
Dates Analyzed	September 1, 2017 – June 30, 2018
Total Days in Data	303
Total Hours in Data	7,272
Number of Trips Completed	1,580,116
Number of Plates	210
Average Trips Completed Per Day	5,232

The reviewed data covers the most recent period when all 210 licenses were operating in Saskatoon. It includes trips completed by permanent, seasonal and accessible plates. Throughout July and August seasonal plates do not operate. The data was analyzed over this 10 month period because it can be assumed that less plates on the road will only exacerbate issues. This decision was made in partnership with City administration.

TOPIC 2 - Current Demand Issues

Data clearly shows that the current limit of 210 taxi licenses in Saskatoon is insufficient to manage the current demand at hours of peak and irregular demand. The data confirms the anecdotal evidence often heard that there are not enough passenger-directed vehicles to meet demand at all times.

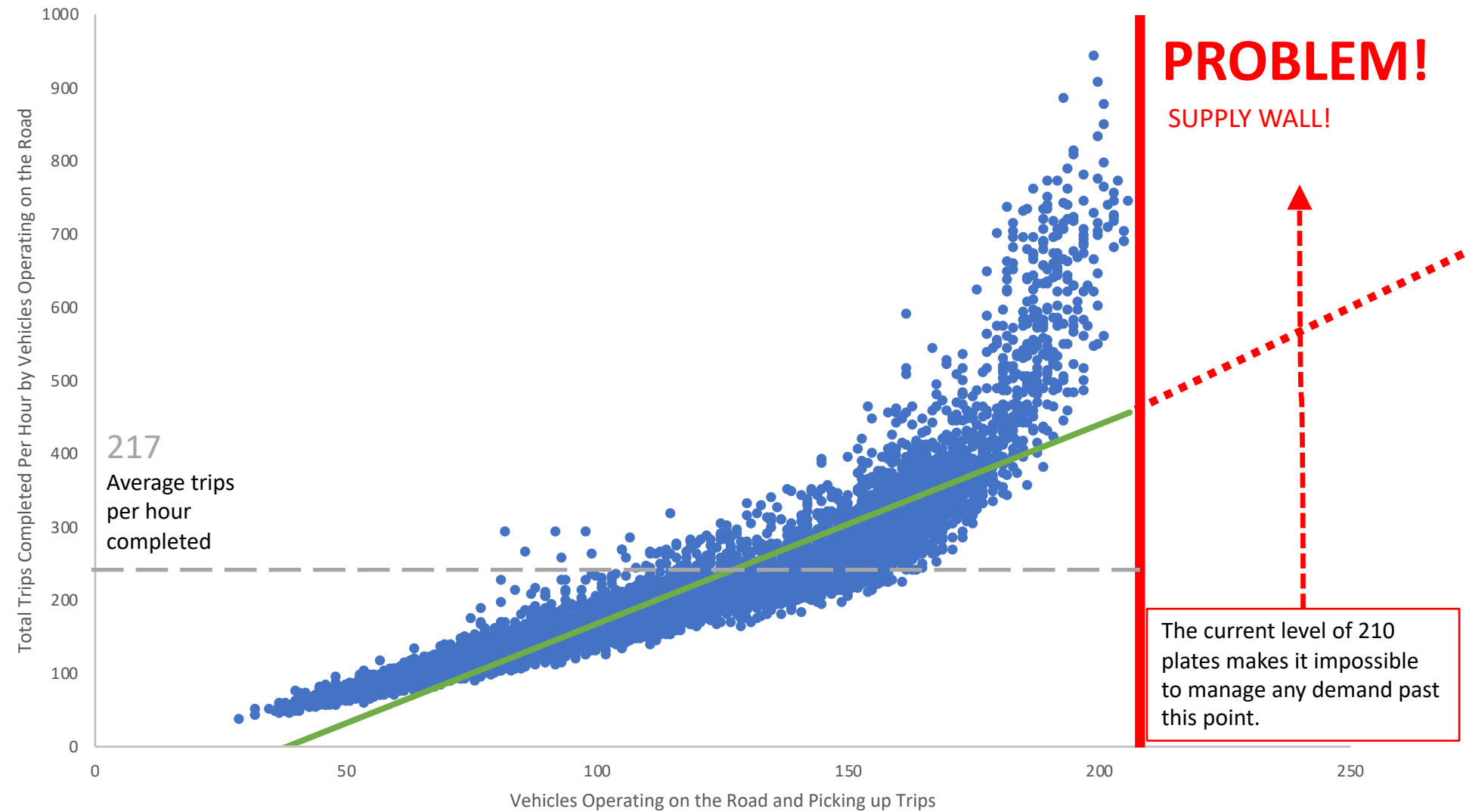
Vehicle supply: the key issue affecting the industry

The passenger-directed industry in Saskatoon hits a 'supply wall' that it cannot pass because of limitations of the 210 plates currently available to pick up trips.

The data shows that the passenger-directed vehicle industry was able to stretch its resources to 942 trips completed in an hour. However, forecasted demand (which will be explained later) shows there was substantial missed opportunity during irregular and regular hours of demand.

Take special note of Graph 3 – it shows the supply wall that the current 210 license pool cannot overcome without an increase in the number of vehicles available.

Supply and Demand Curve



Legend

● Each dot represents one hour of the 7,272 hours in the data.

TOPIC 3 - Current Demand Issues Continued - No-show/Cancellation Rate

There are a considerable number of “no-shows” and “cancellations” that occur every hour that are tracked in the data analyzed. This lost efficiency is a serious issue that must be accounted for in order to forecast demand accurately and further understand the issues the passenger-directed vehicle industry faces.

Key Definition

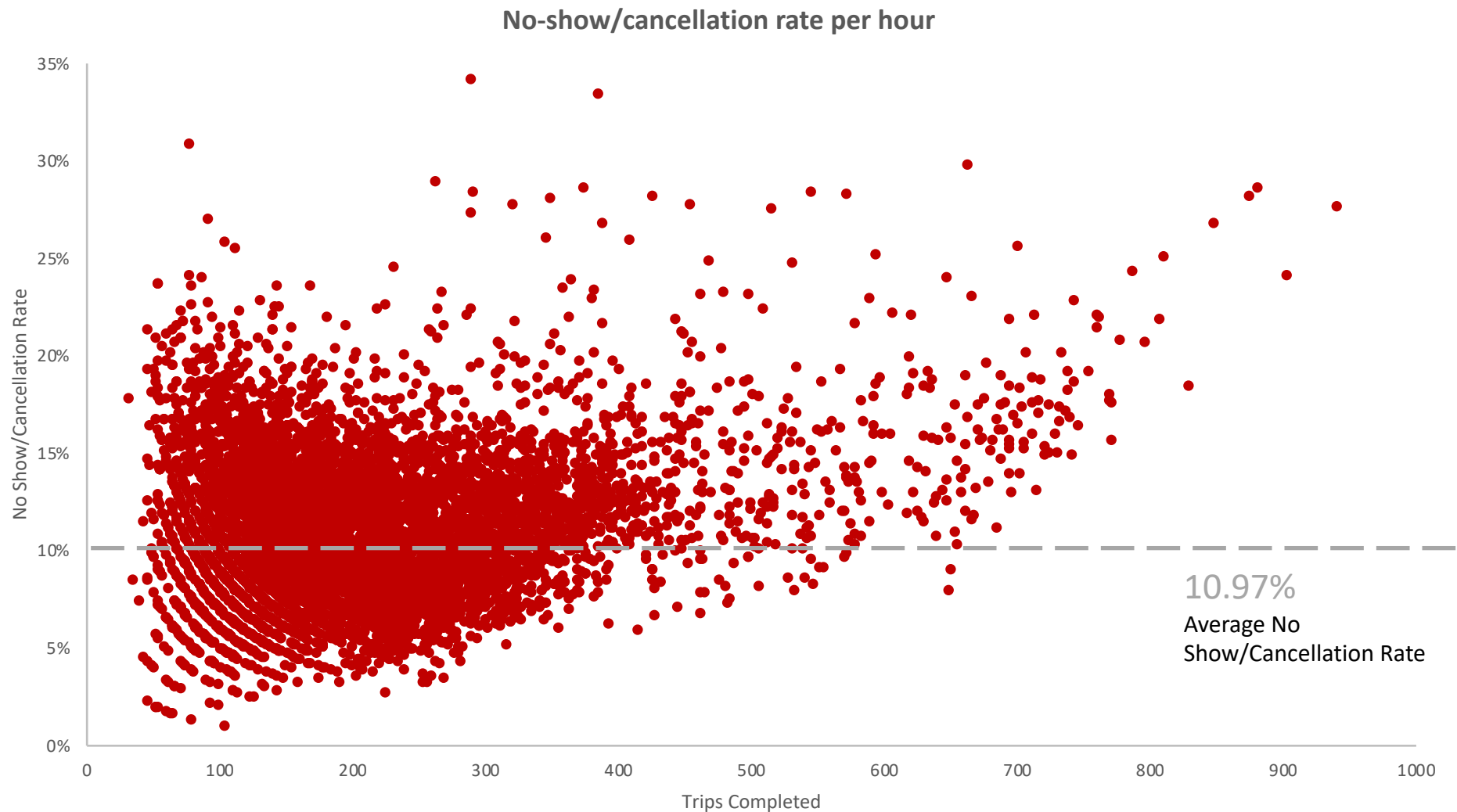
No-show/Cancellation rate is defined as the combination of no-shows and cancellations experienced at any given hour as a percentage of total trips completed. When a no-show or cancellation occurs, it represents a vehicle that has wasted its time. This prevents that same vehicle from picking up other trips that are waiting.

At any given hour the current passenger-directed vehicle industry experiences on average a no show/cancellation rate of 10.97% of the total trips available per hour.

Important Note

If the passenger-directed vehicle industry is given the ability to meet demand appropriately the percentage of no-shows and cancellations are expected to decrease. However, it is not anticipated that it will ever reach 0%.

GRAPH 3 – Current Demand Issues Continued - No-show/Cancellation Rate



Legend

Each dot represents one hour of the 7,272 hours in the data.

The no-show/cancellation rate directly affects a vehicles ability to pick up trips.

This is crucial to understand additional challenges in supply for the passenger-directed industry.

Average no-shows affect 8.5% of all trips.

Average cancellations affect 2.8% of all trips.

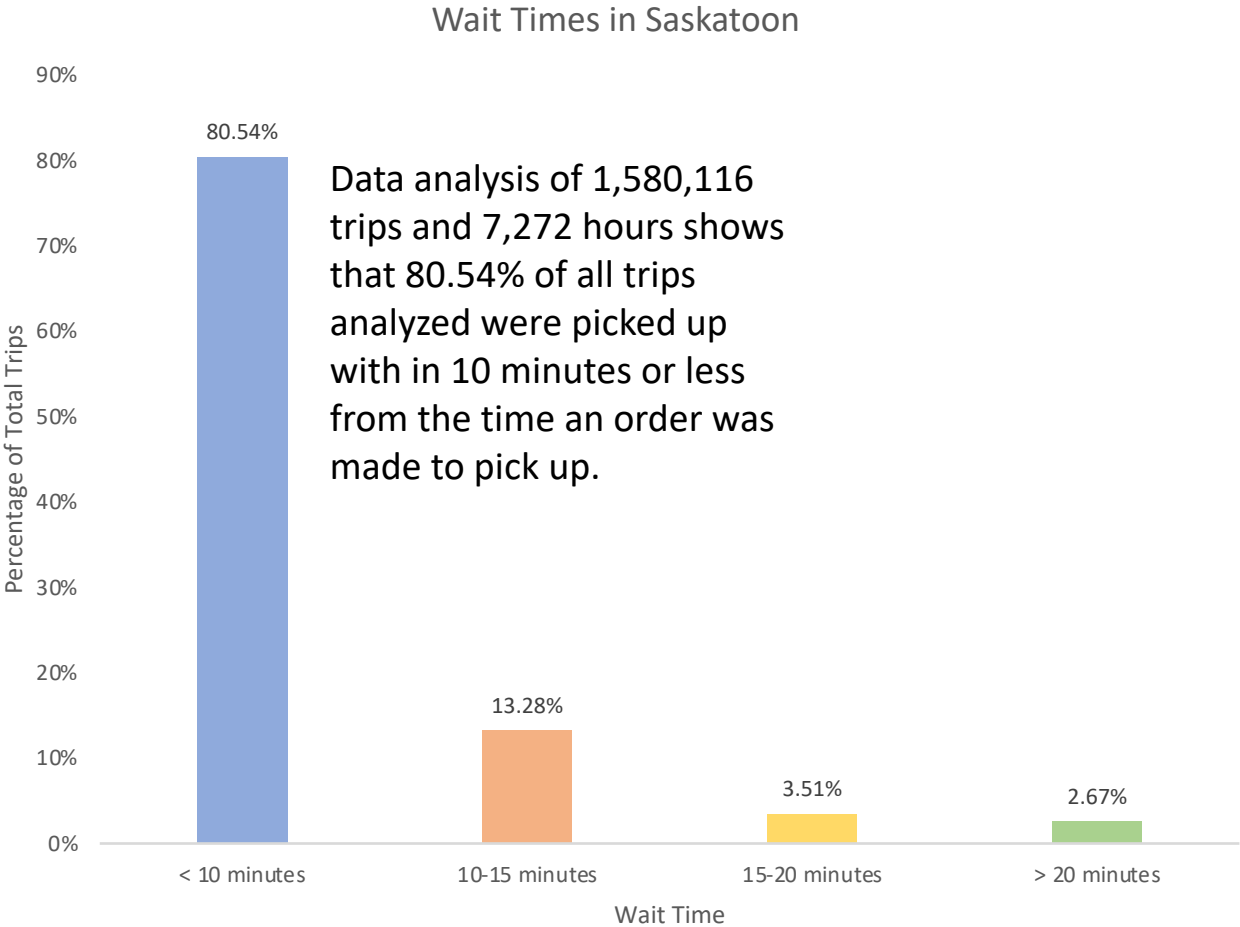
TOPIC 4 - Current Demand Issues Continued - Dispelling myths about wait times

The data shows the percentage of wait times does increase during regular and irregular hours of demand. It is during these times that wait times pass the current abilities of the passenger-directed vehicle industry.

Key Definitions

Regular hours of demand are defined as cyclical reoccurring peaks in demand. For example, Friday and Saturday evenings or morning rush hour would be considered a regular period of demand.

Irregular hours of demand are defined as instances of extreme increases in demand due to special community or weather-related events. For example, the weekend before Halloween at 2am or when a Saskatchewan Rush game ends would be considered an irregular period of demand.



As identified earlier, the key issue facing the passenger directed vehicle industry is that there are currently not enough licenses to meet regular and irregular peak hours of demand.

The wait times during peak hours of demand constitute a significant portion of the 6.18% of trips picked up in more than 15 minutes.

TOPIC 5 - Current Demand - How does the passenger-directed vehicle industry work?

The passenger-directed vehicle industry has incredibly fluid demand. Increases and decreases of demand change drastically from minute to minute.

Key Definitions

The ability to pick up trips is influenced/dictated by three critical variables. These variables determine how many passenger-directed vehicles are on the road at any given time, how many people they can move in an hour and how large a potential passenger-directed vehicle pool needs to be. These variables are used to develop forecasts and models for the future.

They are:

- 1) **Demand:** the total number of trips available and is tracked, hour by hour, 365 days per year. Demand drives everything in the passenger-directed vehicle industry. Without it, vehicle efficiency cannot increase nor the number of vehicles that operate profitably.
- 2) **Fleet Utilization:** the percentage of the entire passenger-directed vehicle fleet that is actively picking up rides at any given hour. As demand rises fleet utilization increases; as demand falls fleet utilization decreases. Fleet utilization is the measurement of a driver's decision to operate based on profit potential.
- 3) **Capacity:** the physical number of trips a passenger-directed vehicle can complete in an hour. The capacity for a passenger-directed vehicle also rises and falls with demand increases and decreases. The economic definition of capacity is, "the maximum level of output that a company can sustain to make a product or provide a service. Planning for capacity requires management to accept limitations on the production process."

These three variables are how the passenger-directed vehicle industry manages its supply. **Demand is always the catalyst that dictates how many vehicles are on the road at any given time.**

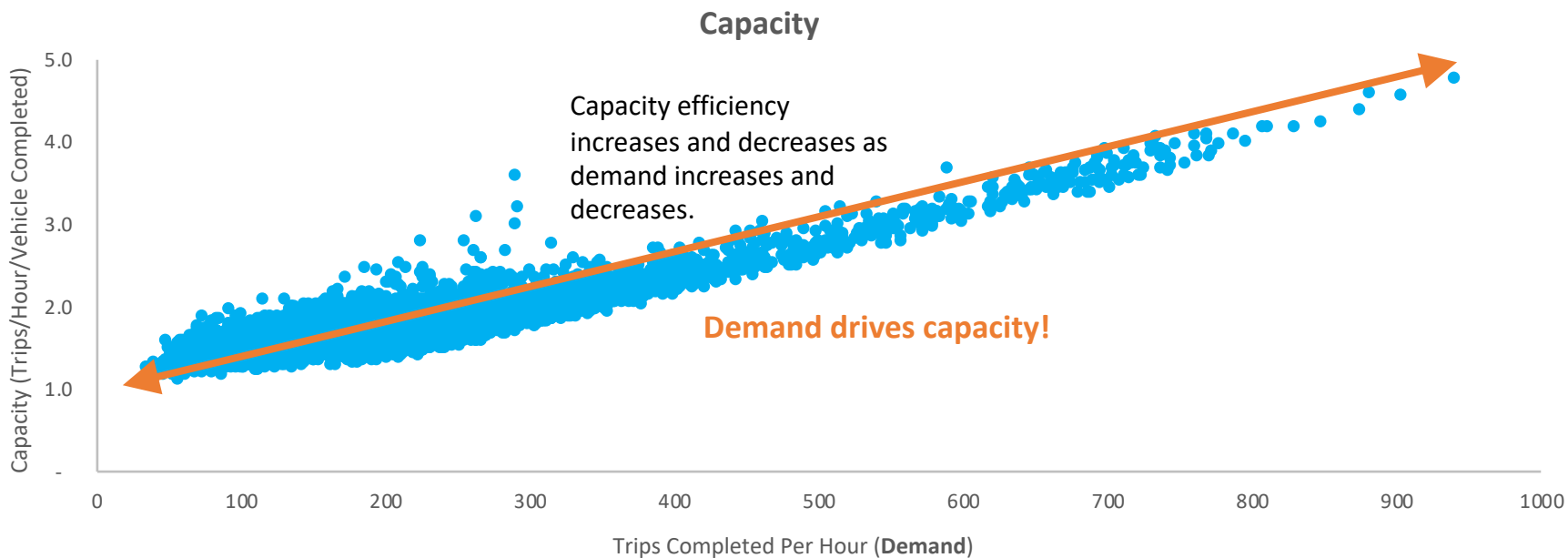
Note: Please take the time to fully understand definitions. They are key to understanding the forecasting and modeling that will be explained further in this report.

GRAPH 5 – Current Demand – How does the current passenger-directed vehicle industry work?

Legend

●

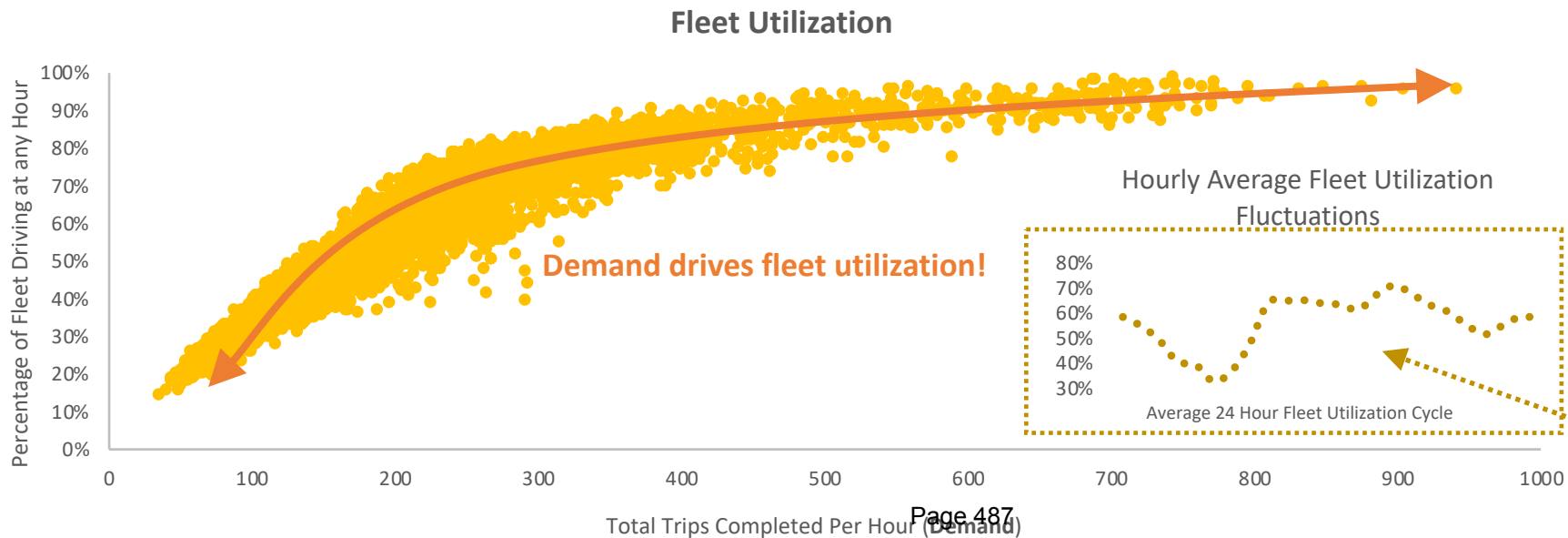
 Each dot represents one hour of the 7,272 hours in the data.



Capacity is limited by Saskatoon’s geographical size and population density.

A vehicle cannot complete an unlimited number of trips per hour as it takes time to complete trips and pickup new passengers.

Capacity is a measurement of a vehicles efficiency.



Fleet utilization shows how vehicles are continually entering and leaving the market based on earning potential as it relates to demand.

Fleet utilization is a measurement of the decision to drive based on earning potential.

Vehicle owners will not operate if they don’t think they will earn a profit.

TOPIC 6 - Planning for Future Demand

By understanding how the passenger-directed vehicle industry responds to demand we can use data to develop a formula that can calculate how many vehicles are optimally needed to meet forecasted demand at any given hour.

Through extensive data analysis a **Demand Optimization Formula** has been developed that is unique to Saskatoon. (This formula could be developed for any municipality based on their own historical data).

Key definition

Demand Optimization Formula is a forecasting model that uses historical data to predict fleet utilization and capacity based on demand forecasts to determine the total pool of vehicles required to meet demand efficiently.

The supply of total licences required to ensure enough vehicles are operational to meet hourly trip demand can be accurately forecasted, within a reasonable margin of error, by using the slope equations of the observed data for both capacity and fleet utilization.

The implications of the Demand Optimization Formula are that policy and regulatory decisions can be made based on an accurate model of the Saskatoon passenger-directed vehicle industry. For the first time policy makers can use reasonable forecasting models to determine what the actual requirement for passenger-directed vehicles are within the municipality.

Public policy makers have the opportunity to directly determine how the industry will meet demand based on success measurements. The review of current bylaws has been spurred by public complaints of long wait times and therefore any policy decision that is made should be focused on resolving this issue first and foremost. It needs to be decided whether 80%, 90% or 100% of trips should be picked up in 10 minutes, 15 minutes or 20 minutes or less. The data analysis in this report has the ability to address any determined policy success metric.

What does the Demand Optimization Formula look like?

(Forecasted Demand % Forecasted Capacity)

(Forecasted Fleet Utilization)

Demand Optimization Formula example

Forecasted Demand = 300 trips
Forecasted Capacity = 1.93/trips/vehicle/hour
Forecasted Fleet Utilization = 72%

Note: Forecasted capacity and fleet utilization are calculated using their slope equations shown on Graph 7.

Step 1

300

(DEMAND)

1.93

(CAPACITY)

= 155

(ACTIVE VEHICLES
PICKING UP TRIPS)

Step 2

155

(ACTIVE VEHICLES)

72%

(FLEET UTILIZATION)

= 216

(TOTAL POOL OF VEHICLES OF
PASSENGER-DIRECTED
VEHICLES REQUIRED)

Note: Graph 8 will show how this example appears on the supply and demand curve.
Page 489

TOPIC 7 - Planning for Future Demand Continued – How does the Demand Optimization Formula Work?

Fleet utilization will most likely never reach 100%. As with any industry, the ability to have 100% of people working on any given day is affected by things such as illness, holidays, vehicle breakdowns and more.

Vehicles owners will only drive when demand is high enough to earn a profit. If supply outstrips demand it is no longer profitable to drive a vehicle and thus fleet utilization drops. For example, it wouldn't make sense for all 210 plates to operate when there are only 50 trips/hr. available.

Policy should not assume that all passenger-directed vehicles available will be on the road at any given time regardless of their operator or dispatcher.

Data analysis shows that the **maximum fleet utilization needs to be set at 90%**. Conversely, the **minimum fleet utilization needs to be set at 15%**.

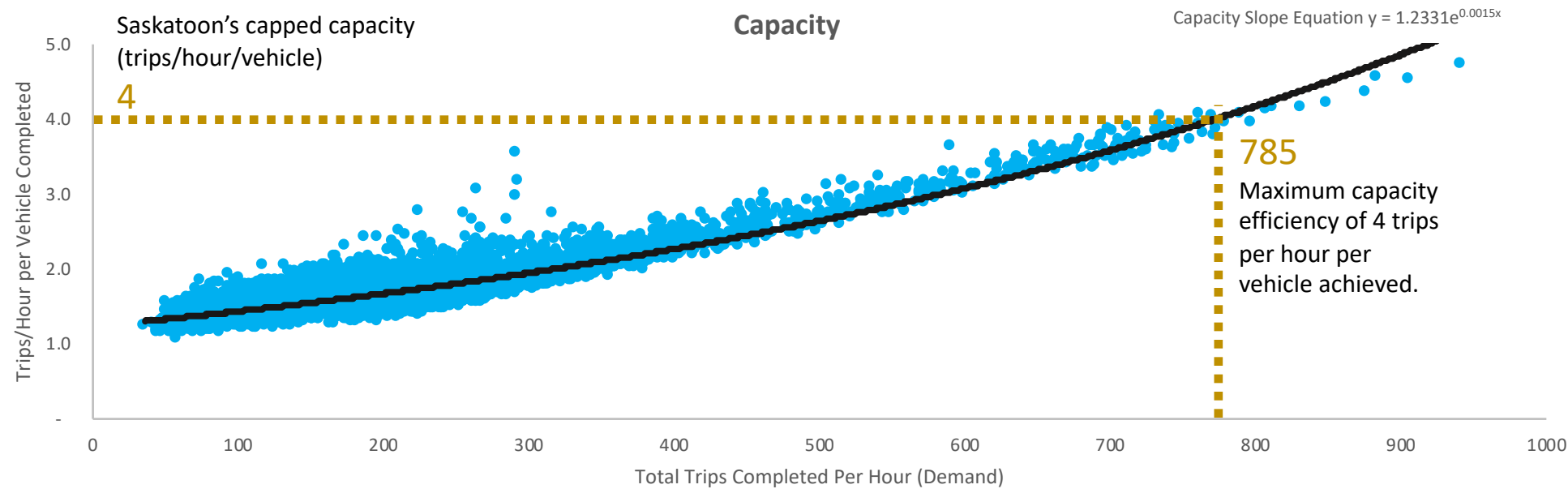
A fleet maximum of 90% builds conservatism into forecasting. The industry can theoretically achieve a fleet utilization of 100%. If it ever does that will just mean more vehicles are available than forecasted and will only further to help to decrease wait times.

A fleet utilization limit might seem counterintuitive but as demand approaches 0 trips, the Demand Optimization Formula will forecast a larger and larger vehicle fleet required in order to increase the 'chances' that an available vehicle will be on the road.

Capacity has a physical maximum based on the geographical size of Saskatoon. Regardless of unlimited increases in demand, a passenger-directed vehicle cannot pickup an unlimited number of rides in an hour. **The physical limit has been set at 4 trips per hour per vehicle.** While there are times where the industry stretched past this limit, they are too rare to be statistically significant.

These modelling restrictions are important for conservative and accurate forecasting.

GRAPH 7 – Planning for Future Demand Continued – How does the Demand Optimization Formula work?



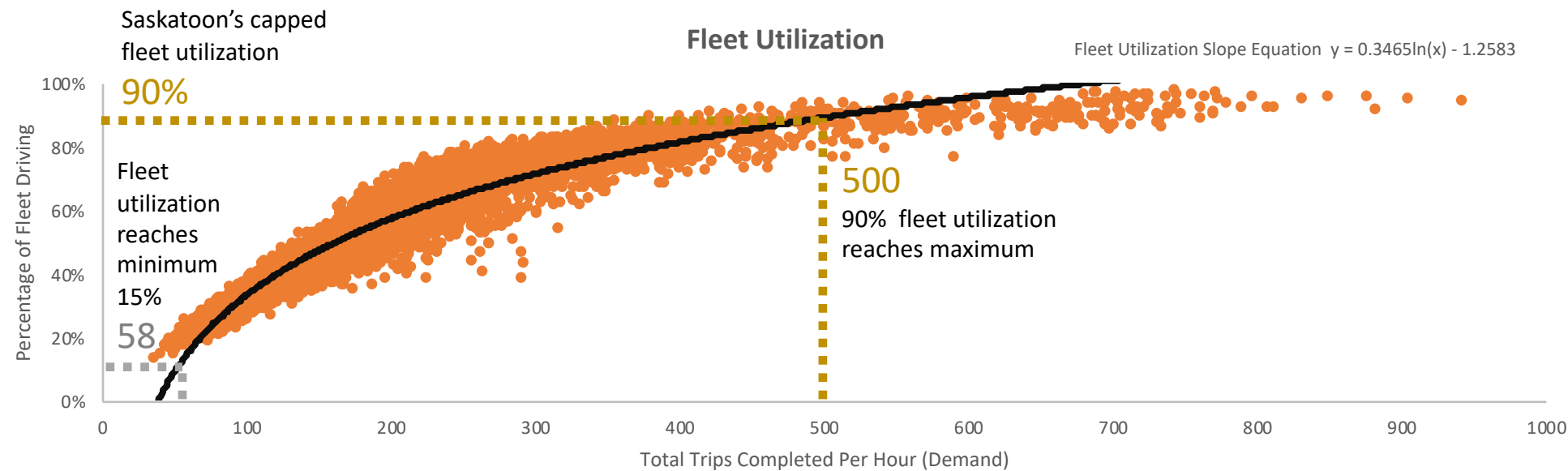
Legend

- Each dot represents
- one hour of the
- 7,272 hours in the
- data.

The industry achieved a maximum capacity ONCE of 4.7 over the 7,272 hours analyzed.

The Demand Optimization Formula has conservatism forecasting built in to ensure accurate forecasting.

The industry did achieve a maximum fleet utilization of 98.10% ONCE over the 7,272 hours analyzed.



PAGE 8 - Planning for Future Demand Continued - Breaking the Supply Wall

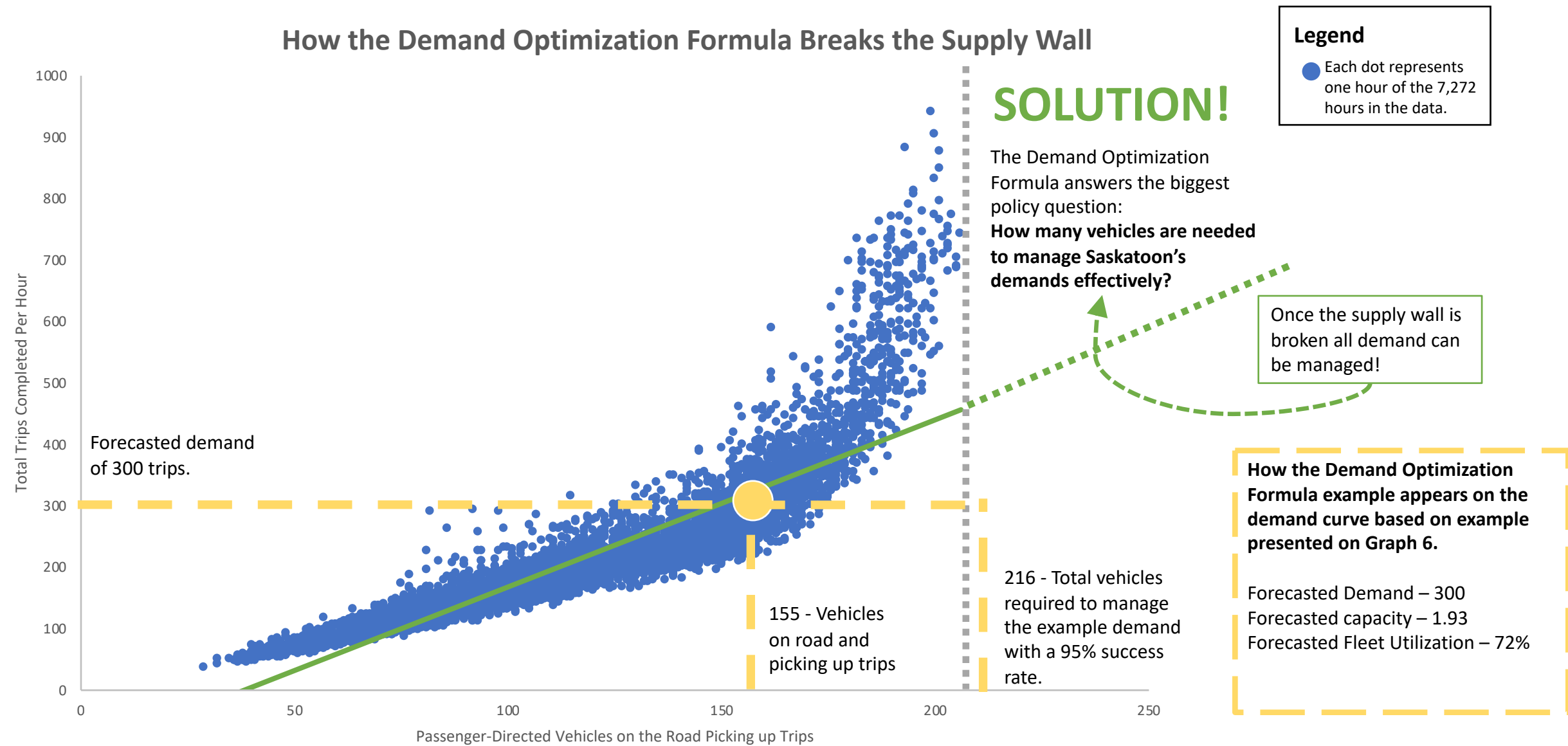
Once the Demand Optimization Formula is used to forecast the optimal number of vehicles required, the supply wall is broken, and demand can now be met efficiently.

It is important to understand that the Demand Optimization Formula does exactly what its name suggests – it optimizes the number of vehicles required to meet demand. In an unoptimized vehicle market a supply and demand balance will no longer exist. What will occur is that supply will outstrip demand and limit vehicle profitability for all passenger-directed vehicles or demand will outstrip supply and increase wait times.

The passenger-directed vehicle industry does not have significant economies of scale. More vehicles on the road will not improve the profitability of a vehicle. Most of the costs associated with operating a passenger-directed vehicle are fixed to the individual vehicle (fuel, vehicle maintenance, depreciation, etc.) An individual vehicle doesn't experience economies of scale savings as more vehicles are added to the road.

In an unoptimized market where supply is outstripping demand, each vehicle must take a smaller piece while its cost remains the same.

NOTE: The true supply and demand curve is not what is represented in Graph 8. This is merely a visual representation of demand now being able to be met with supply once the Demand Optimization Formula is implemented.



TOPIC 9 – Planning for Future Demand Continued - Creating measurements to determine policy success

The review of current bylaws has been spurred by frustrations of prolonged wait times. While the data has shown that a small percentage of trips have a greater than 15-minute wait time, we believe that the passenger-directed vehicle industry must strive to do better.

Key performance indicator recommendation

We recommend that the City of Saskatoon adopt a key performance indicator (KPI) or benchmark that all passenger-directed vehicles strive to pick-up 95% of trips in 10 minutes or less.

By creating a KPI that directly measures wait times, the city can ensure that all operators are making efforts to increase public satisfaction and safety.

One of the secondary goals of this policy review is to decrease drinking and driving rates. We know that people are more likely to make the decision to drive under the influence when wait times increase. This KPI will help address this public safety concern.

Key Definitions

Success Rate is defined as successful trips picked up in 10 minutes or less from the time a request for a trip is made, whether by phone or app, to the time a customer is picked up.

Failure Rate is defined as any trip that took longer than 10 minutes to pick up from the time a request for a trip is made, whether by phone or app, to the time a customer is picked up.

Information continues on next page.

Forecasting demand to ensure an industry-wide 95% success rate

As identified the current number of licenses is not enough to ensure a 95% success rate. Therefore, we need to forecast demand based on the historical lost opportunity rates by utilizing observed data.

Key definition

Lost Opportunity Rate is defined as the total of an observed hours failure rate and no show/cancellation rate. This forecasting model accounts for how many trips were not completed successfully while building in the potential lost capacity due to no-shows and cancellation that effects the efficiency of a passenger-directed vehicle.

The current average hourly lost opportunity rate is 30.97%.

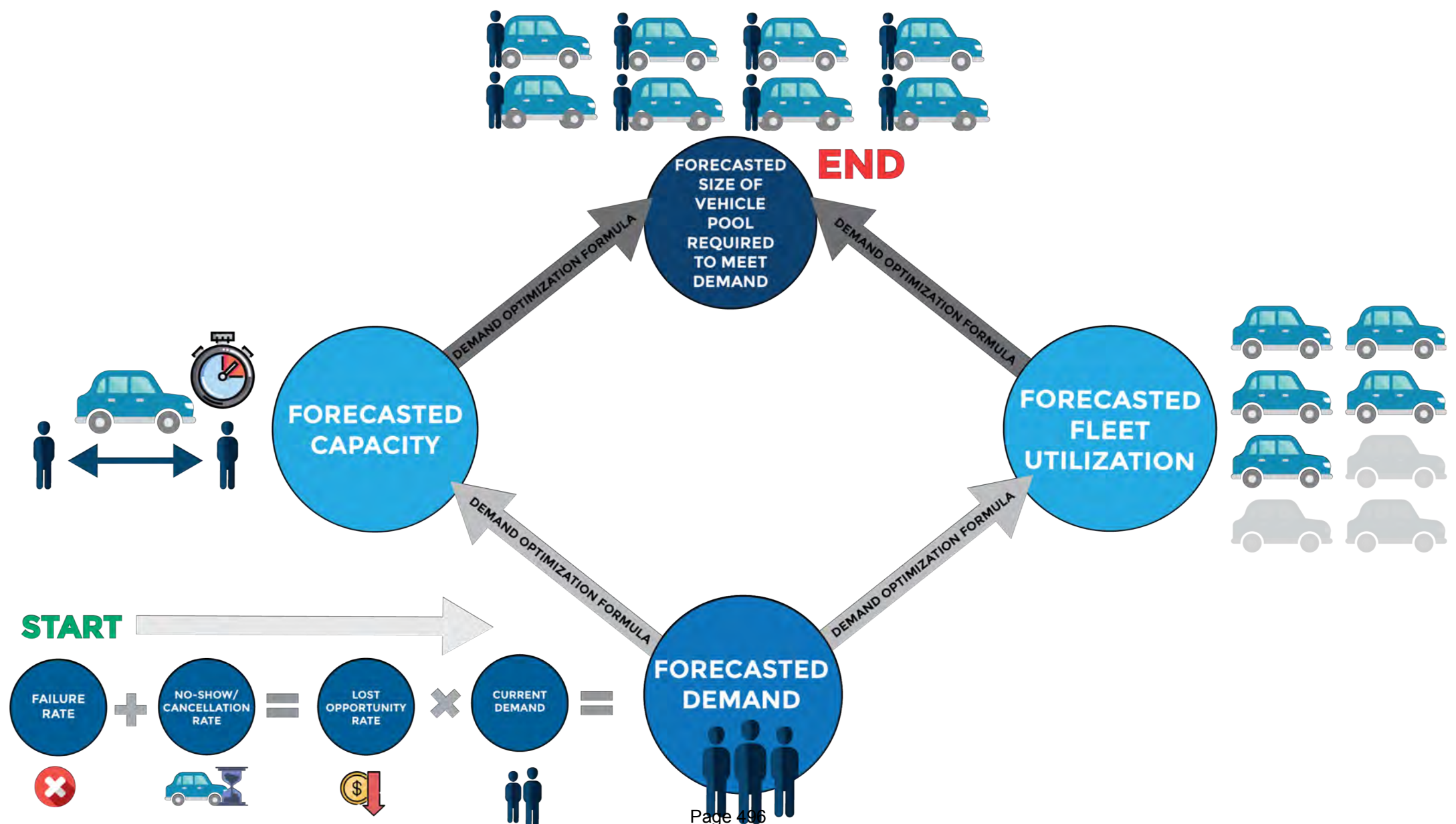
It is forecasted that if there were a sufficient number of vehicles to meet demand, 30.17% more trips could be completed over the course of a year over current levels. This represents a significant inconvenience to the public.

Forecasted Demand is defined as the current observed trips completed per hour multiplied by the additional lost opportunity rate.

Example: A convenience store knows it will sell on average 100 cartons of milk every week. They could therefore order 100 cartons every week, but if they look at their historical data, they notice that in December they average 200 cartons of milk a week sold, but only 50 cartons of milk a week in January. Therefore, they should order their milk according to this data to ensure they have enough milk when demand is high and not too much when demand is low.

The passenger-directed vehicle industry needs to do the same but by applying a historical forecast for every hour of the year.

GRAPH 9 – Planning for Future Demand Continued – Creating measurements to determine policy success



TOPIC 10 - Planning for Future Demand Continued - How to forecast demand using the lost opportunity rate

We can forecast demand more accurately by using historical data to calculate the lost opportunity rate for each hour analyzed. These are all the trips that were not successful but there was need expressed for them.

Graph 10 shows what the entire forecasted demand is for all the 7,272 hours analyzed and the number of vehicles required to meet that specific demand. Since demand is highly fluid, so is the number of vehicles required for each hour.

How is this calculated?

Each hour is forecasted by adding the lost opportunity rate for that hour to forecast its demand.

Example: On March 25th at 1am the lost opportunity rate was 37%. The number of actual completed trips in this hour was 739. By multiplying by the lost opportunity rate, we get a forecasted demand of 1010 trips.

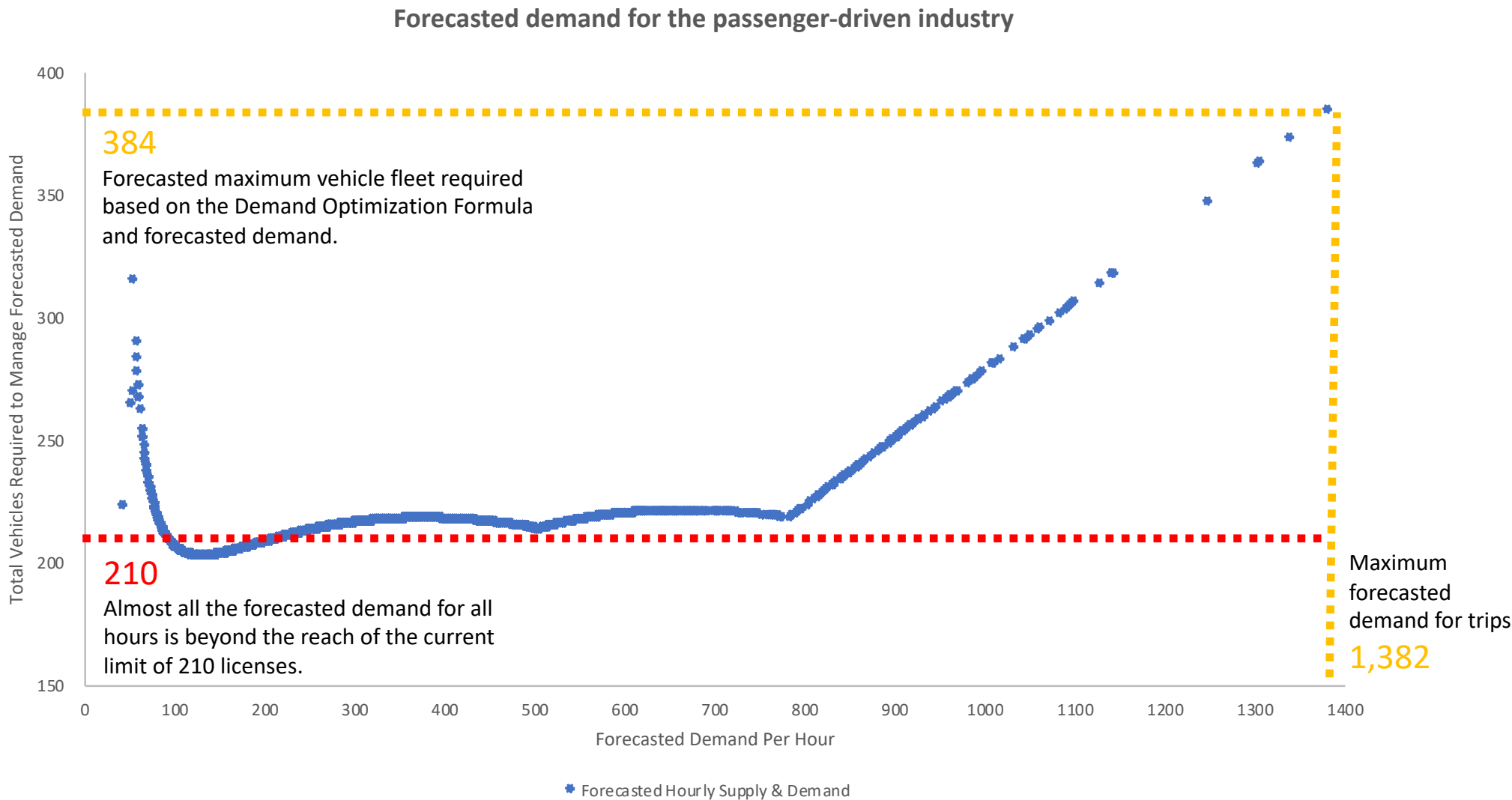
Forecasted Demand = Actual Trips Observed*(1+Lost Opportunity Rate Percentage)

Important Note

Each individual hour has its own lost opportunity rate that has been applied to it. If the yearly average were used, hours of irregular demand would be drastically under forecasted.

Example: On Saturday, October 29th, 2017 at 2am 942 trips were completed, the busiest hour of the year. However, in that same hour the lost opportunity rate was 47% which calculates demand to be 1,382 trips (47% more trips). If the yearly average lost opportunity rate of 30.17% was used instead, there would be almost 17% fewer trips forecasted. That would drastically lower the number of forecasted vehicles required to meet this forecasted demand.

You will notice that the current level of 210 licenses is not sufficient for a majority of the hours forecasted.



Legend

Each dot represents one forecasted hour of the 7,272 hours in the data.

The average lost opportunity rate for all hours analyzed is 30.17%.

Reminder: Forecasted demand is calculated adding the total percentage of observed hourly lost opportunity. These metrics are:

- Current trips picked up in greater than 10 minutes
- No-shows
- Cancellations

TOPIC 11 - What the Forecasts Show

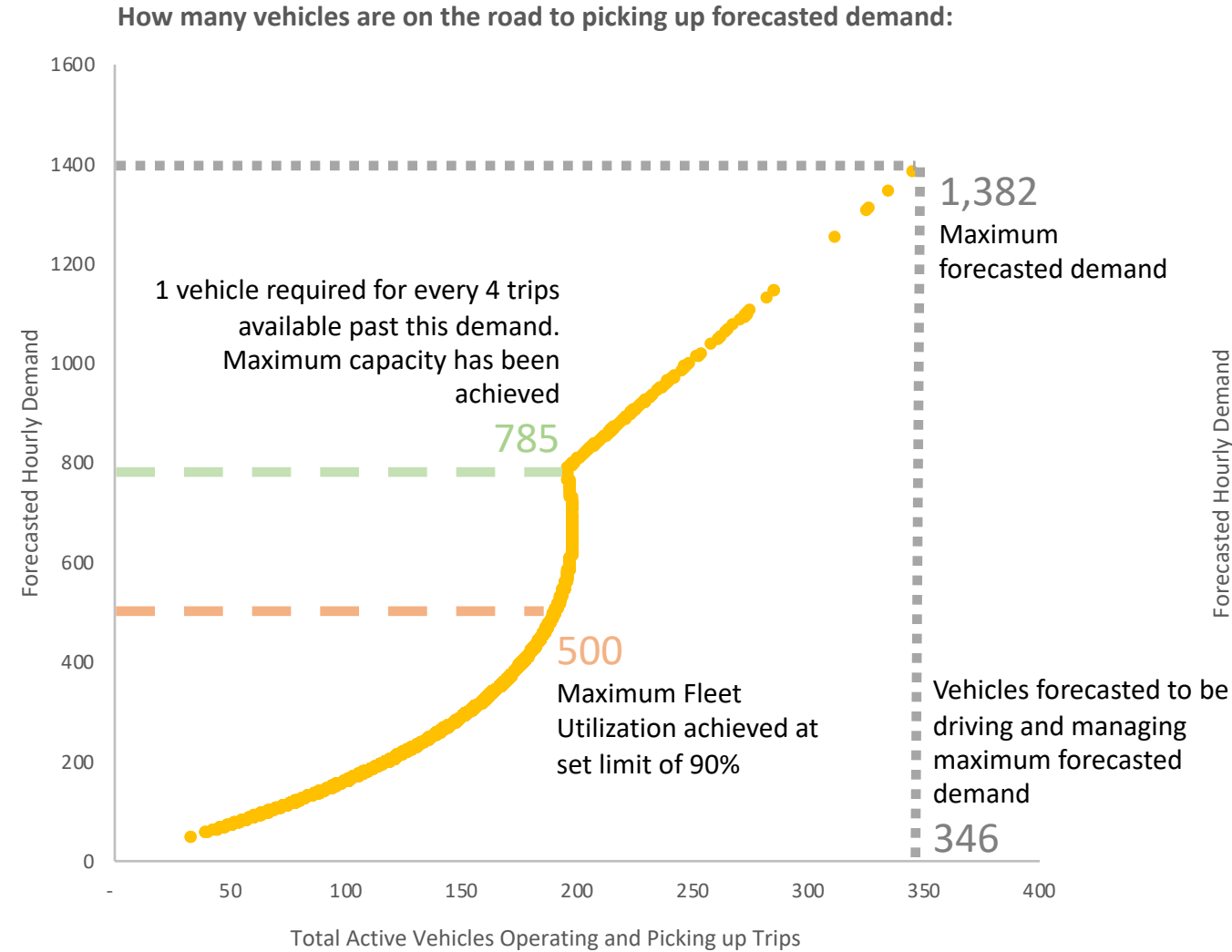
By analyzing historical data, we have been able to model the entirety of Saskatoon's passenger-directed vehicle industry.

During average hours of demand, the current passenger-directed industry does need an adjustment to improve its ability to be more flexible. However, forecasting does not indicate a need for hundreds of extra vehicles on the road all the time.

Food for thought

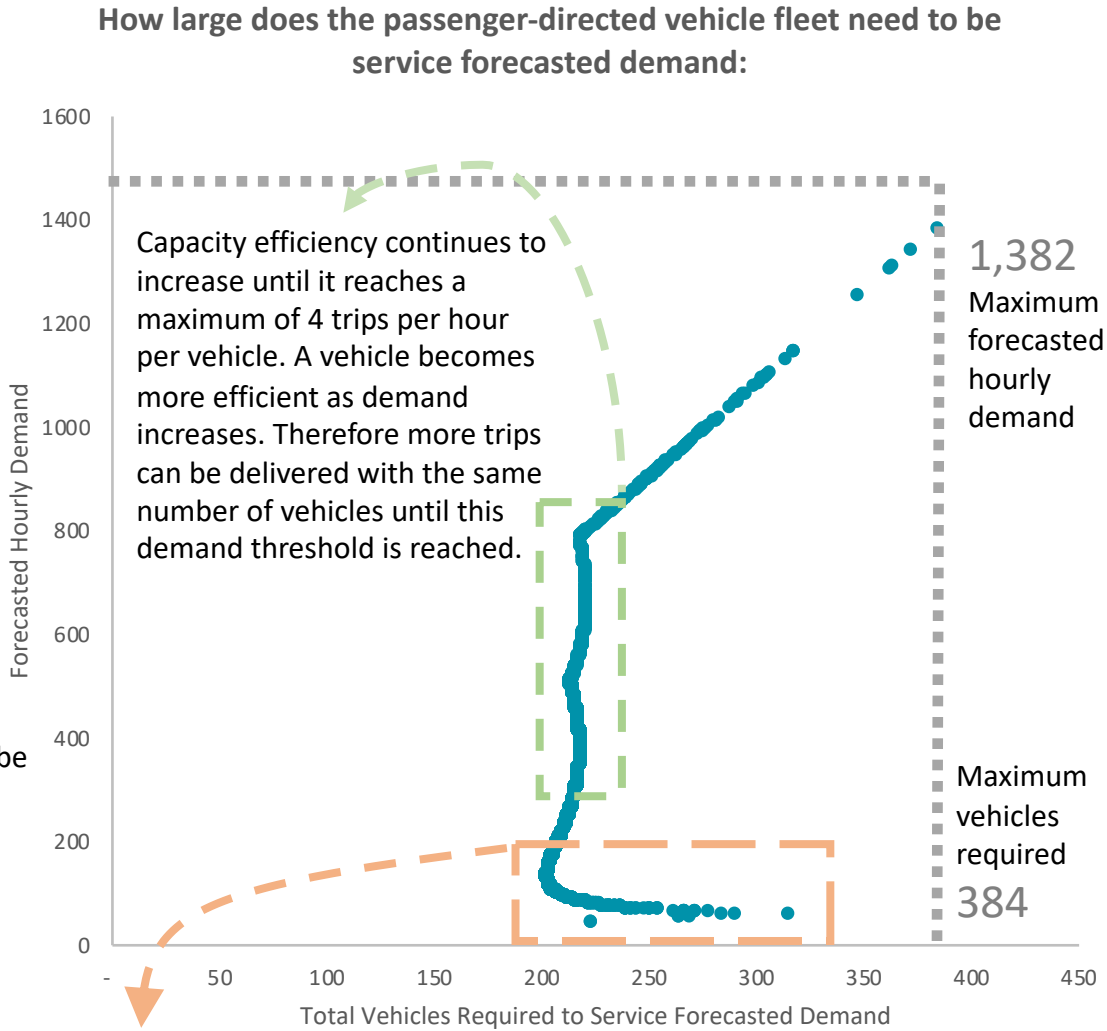
Calgary, after the introduction of TNCs, experienced an increase of 25% in the number of trips completed within the city compared to the year prior without TNCs operating. (<https://calgaryherald.com/news/local-news/taxi-trips-decreased-in-2017-while-ride-share-use-jumped-city-numbers-show>). Currently, the average forecasted demand increase is 30.17% for Saskatoon.

GRAPH 11 – What the Forecasts Show



Legend

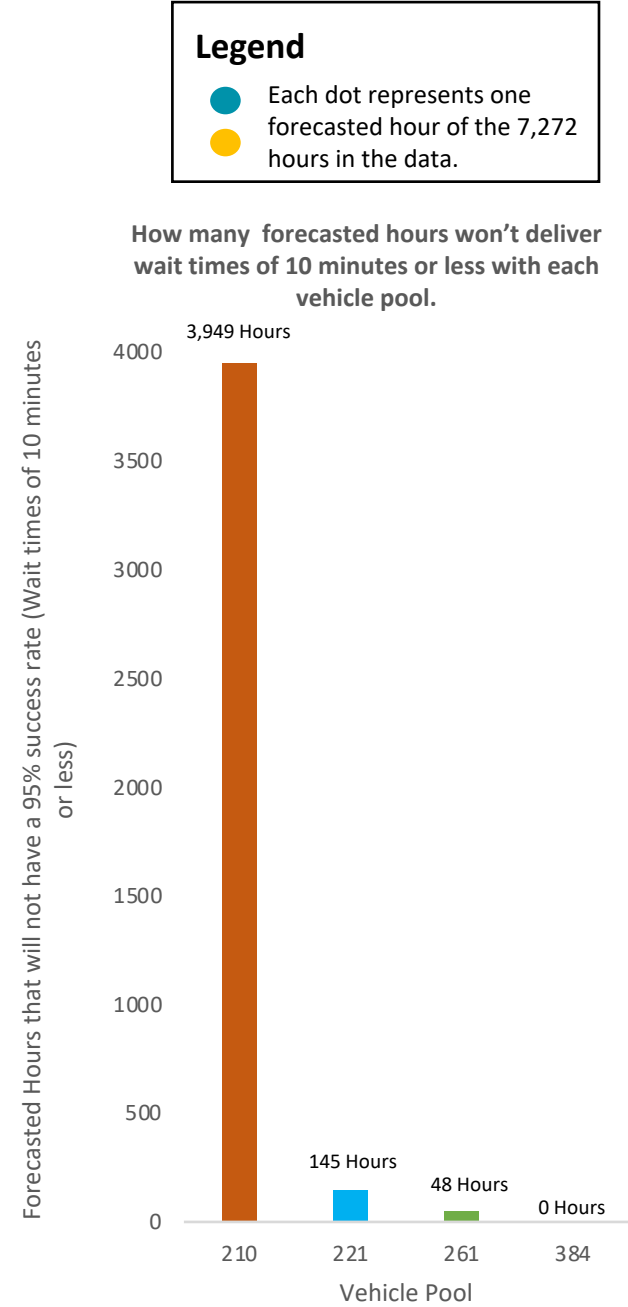
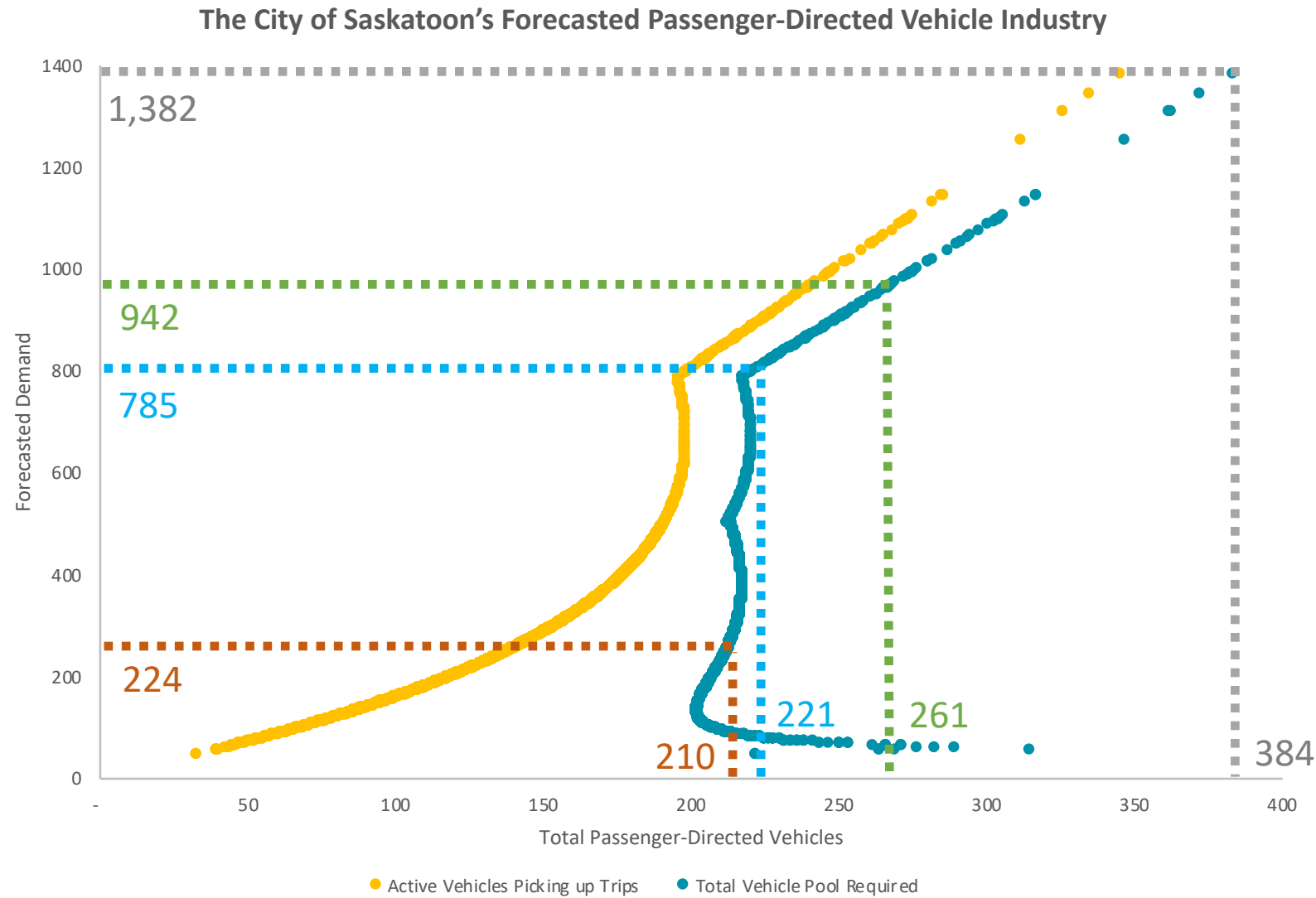
- Each dot represents one forecasted hour of the 7,272 hours in the data.



As demand decreases so does fleet utilization. More vehicles are required to increase the 'chances' a vehicle is on the road.

TOPIC 12 - What the Forecasts Show Continued

1. The current 210 licenses cannot manage forecasted demand for 3,949 hours with 95% of trips completed in 10 minutes or less.
2. An increase to a 221-vehicle pool will allow the passenger-directed vehicle industry to manage all but 145 hours of forecasted demand with pick-up wait times of 10 minutes or less.
3. An increase to a 261-vehicle pool will allow the passenger-directed vehicle industry to manage all but 48 hours of forecasted demand with pick-up wait times of 10 minutes or less.
4. The uppermost peak forecasted demand would require a 384-vehicle pool to achieve pick-up wait times of 10 minutes or less of 1,382 forecasted trips. This only occurs for one hour throughout the entire 7,272 hours analyzed. The forecasted demand for this hour is an increase of 47%. The actual trips completed were 942.



TOPIC 13 – The problem with accessible taxis

There are tremendous issues with accessible taxis that must be resolved. These issues do not revolve around demand, capacity or fleet utilization.

The average failure rate for accessible trips is 67.55%. This is not occurring because of supply or demand challenges. There are 26 accessible plates currently available. The highest demand experienced in an hour was 13 trips. Based on the previous conclusions of this report that many trips should be easily managed.

The average trips per hour is only 1.03, but why is the failure rate so high? There must be other factors affecting this.

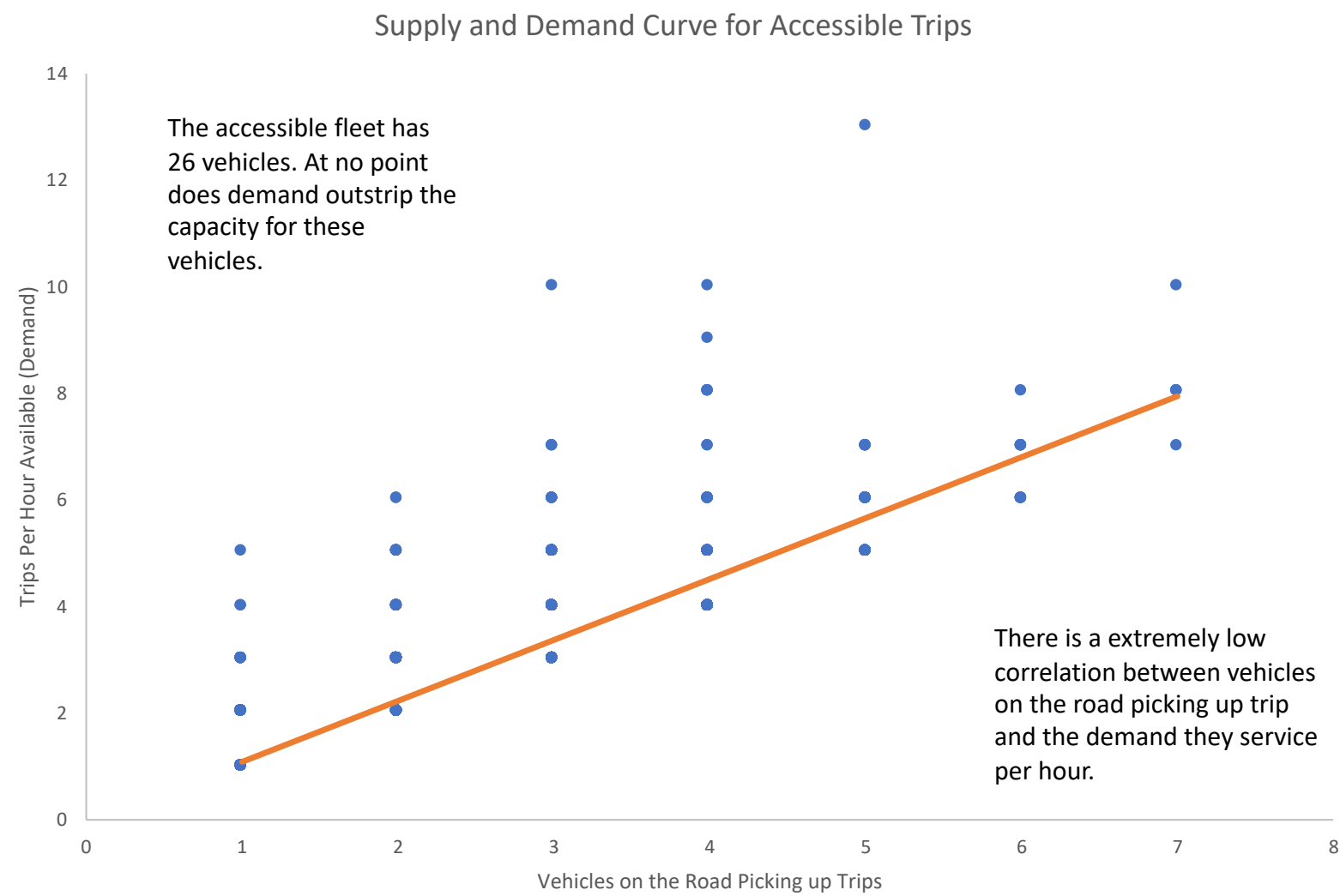
It is important to understand that an accessible taxi can only start its meter once a passenger is fully loaded. The time to load an accessible trip is much longer than other trips. The data shows that the capacity of a passenger-directed vehicle is fixed at 4 trips per hour. An accessible vehicle trip has a much lower capacity if it only picks up accessible trips. Since, the data is not correlated it is difficult to calculate what the maximum capacity is for an accessible taxi that only picks up accessible trips, but we can assume it is lower.

What can be concluded is that accessible trips are pushed back or ignored from operators for trips that unload and load times are faster and easier and their potential to maximize their capacity is higher. This is a major problem. There is no financial incentive to pick up an accessible trip.

A passenger-directed vehicle is its own business, so it maximizes its revenue potential as much as it can. Without a financial incentive tied directly to picking up accessible trips, this problem will only continue.

Adding more accessible plates has no guarantee of rectifying this issue because of the lack of correlation between capacity and fleet utilization to demand for accessible trips.

GRAPH 13 – The problem with accessible taxis



Legend

●

Each dot represents one hour of the 3,415 hours in the data. Not all hours in the 303 days observed had an available accessible trip.

There is no correlation between trips getting picked up and how many vehicles are on the road picking them up.

The average failure rate (trips with a wait time longer than 10 minutes) is 67.55%

Accessible vehicles are not prioritizing accessible trips.

This is occurring because the length of time to load and unload prevents an accessible vehicle from picking up more trips per hour.

Since a vehicle’s capacity is fixed the longer it takes to start a fare the more money a vehicle loses.

There is little financial incentive to pickup an accessible trip.

Bryant, Shellie (Clerks)

From: City Council
Sent: December 17, 2018 9:42 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Monday, December 17, 2018 - 09:42
Submitted by anonymous user: 216.197.252.38
Submitted values are:

Date: Monday, December 17, 2018
To: His Worship the Mayor and Members of City Council
First Name: Carlo
Last Name: Triolo
Email: info@stca.ca
Address: 225 Avenue B N
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L 1E1
Name of the organization or agency you are representing (if applicable): Saskatchewan Taxi Cab Association
Subject: Request to Speak - 9.7.1 Taxi Industry Data [File No. CK. 7000-1]
Meeting (if known): December 17th Council Meeting
Comments:
Hello,

I would like to request to speak concerning today's council agenda item - 9.7.1
Taxi Industry Data [File No. CK. 7000-1] Thank you.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271389>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 17, 2018 9:44 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Monday, December 17, 2018 - 09:43
Submitted by anonymous user: 216.197.252.38
Submitted values are:

Date: Monday, December 17, 2018
To: His Worship the Mayor and Members of City Council
First Name: Mubarik
Last Name: Syed
Email: info@stca.ca
Address: 225 Avenue B N
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L 1E1
Name of the organization or agency you are representing (if applicable):
Subject: Request to speak for - 9.7.1 Taxi Industry Data [File No. CK. 7000-1]
Meeting (if known): December 17th Council Meeting
Comments:
Hello,

I would like to request to speak concerning agenda item 9.7.1
Taxi Industry Data [File No. CK. 7000-1] in today's council meeting.

Thank you
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271391>

Bryant, Shellie (Clerks)

From: City Council
Sent: December 17, 2018 9:43 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Monday, December 17, 2018 - 09:43
Submitted by anonymous user: 216.197.252.38
Submitted values are:

Date: Monday, December 17, 2018
To: His Worship the Mayor and Members of City Council
First Name: Scott
Last Name: Suppes
Email: info@stca.ca
Address: 225 Avenue B N
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L 1E1
Name of the organization or agency you are representing (if applicable): Saskatchewan Taxi Cab Association
Subject: Request to Speak for - 9.7.1 Taxi Industry Data [File No. CK. 7000-1]
Meeting (if known): December 17th Council Meeting
Comments:
Hello,

I would like to request to speak in today's council meeting on agenda item 9.7.1
Taxi Industry Data [File No. CK. 7000-1]

Thank you
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/271390>