



REVISED AGENDA REGULAR BUSINESS MEETING OF CITY COUNCIL

Monday, March 25, 2019

1:00 p.m.

Council Chamber, City Hall

Pages

1. NATIONAL ANTHEM AND CALL TO ORDER

2. *CONFIRMATION OF AGENDA*

12 - 29

Recommendation

1. That the following letters be added to item 8.1.6:

1. Submitting Comments:

1. Candace Savage, Wild about Saskatoon, dated March 20, 2019;
2. Brian Gibbs, dated March 24, 2019;
3. Dawn Loewen, dated March 24, 2019;
4. James Blakley, dated March 24, 2019;
5. Joanne Blythe, dated March 24, 2019;
6. Kira Penney, dated March 23, 2019;
7. Michelle Day, dated March 24, 2019;
8. Morgan Reschny, dated March 24, 2019;
9. Penny McKinlay, dated March 24, 2019;
10. Sanae Ko, dated March 24, 2019;

2. That the report Workplace Transformation be added to item 9.5.1;
 1. That a request to speak and information referred to therein from the City Solicitor for item 9.5.1 be considered *In Camera* under sections 16(1)(b)(c) and (d) of *LAFOIPP*.
3. That the letter requesting to speak and comments from Sara Harrison, Chair, Saskatoon , be added to item 10.6.1;
4. That items with speakers be considered immediately following consideration of the Consent Agenda; and
5. That the agenda be confirmed as amended.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

Recommendation

That the minutes of the Regular Business Meeting of City Council held on February 25, 2019, be adopted.

5. PUBLIC ACKNOWLEDGMENTS

5.1 Acknowledgment - Tiffany Paulsen

5.2 Award - Exceptional Engineering/Geoscience Project - Neighbourhood Traffic Review program [File CK. 150-5]

Recipient - Transportation Engineering Team, Transportation & Construction

5.3 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 8.1.6; 8.2.1 to 8.2.4; 8.3.1; 8.4.1; 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 2018 Annual Report and 2019 Work Plan - Municipal Heritage Advisory Committee [File CK. 430-27]** 30 - 37

Recommendation

That the 2018 Annual Report and 2019 Work Plan of the Municipal Heritage Advisory Committee be received as information.

- 8.1.2 Bees on Roof of City Hall – Inquiry Councillor D. Hill [Files CK. 7550-1 and PK. 150-1]** 38 - 41

Recommendation

That the information be received.

- 8.1.3 Licence Agreement Renewal – Saskatoon Water Ski Club [Files CK. 8355-1 and RS. 291-1]** 42 - 45

Recommendation

1. That the extension to the lease agreement between the City of Saskatoon and the Saskatoon Water Ski Club, in accordance with the terms set out in the March 11, 2019 report of the Acting General Manager, Community Services Department, 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 appropriate agreement under the Corporate Seal.

- 8.1.4 Agreement – Saskatoon Forestry Farm Park and Zoo and Saskatoon Zoo Society [File CK. 4205-8]** 46 - 50

Recommendation

1. That the City of Saskatoon and The Saskatoon Zoo Society enter into a five-year agreement for programming services and a two-year agreement for the Buckeye Café and Kinsmen Express Train services at the Saskatoon Forestry Farm Park and Zoo starting January 1, 2019, in accordance with the terms set out in the report of the Acting General Manager, Community Services Department dated March 11, 2019; 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 appropriate agreement under the Corporate Seal.

8.1.5 Saskatoon SPCA – Building Renovation and Expansion Project **51 - 59**
[Files CK. 600-20 and RS. 151-3]

Recommendation

1. That the request by the Saskatoon SPCA to renovate and expand the existing pound services building be approved, subject to Administrative conditions outlined in the report of the Acting General Manager, Community Services Department dated March 11, 2019;
2. That the Saskatoon SPCA be designated as the pound service provider for an additional five years, effective January 1, 2019;
3. That the lease and pound services agreements be renewed for five years and provide for an additional four, five-year renewals, subject to the terms and conditions set out in the report of the Acting General Manager, Community Services Department dated March 11, 2019, and that these agreements be combined; and
4. That the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk be authorized to execute the appropriate agreements under the Corporate Seal.

8.1.6 Development of the Swale – Northeast Swale Working Group **60 - 83**
Update [Files CK. 4205-40 and PL. 4131-47]

Recommendation

That the information be received.

8.2 Standing Policy Committee on Finance

8.2.1 Notice of Annual General Meeting - Saskatoon Centennial **84 - 85**
Auditorium and Convention Centre Corporation and Saskatoon
Centennial Auditorium Foundation [File CK. 175-28]

Recommendation

That the City of Saskatoon, being a member of both the Saskatoon Centennial Auditorium Convention Centre

Corporation Board of Directors and the Saskatoon Centennial Auditorium Foundation Board of Directors appoint Mayor Charlie Clark, or in his absence, Councillor Bev Dubois or Councillor Zach Jeffries of the City of Saskatoon, in the Province of Saskatchewan, as its proxy to vote for it on its behalf at the Annual General Meetings of the members of the Saskatoon Centennial Auditorium Convention Centre Corporation and the Saskatoon Centennial Auditorium Foundation, to be held on the 25th day of April, 2019, or at any adjournment or adjournments thereof.

8.2.2 North Central Transportation Planning Committee - 2019 Membership Fee [File CK. 155-10] 86 - 88

Recommendation

That the annual membership fee for April 1, 2019 to March 31, 2020 for the North Central Transportation Planning Committee in the amount of \$600.00 be paid.

8.2.3 Repaid Productivity Improvement Loans 2018 [File CK. 1750-1 x 1700-1] 89 - 92

Recommendation

That the information be received.

8.2.4 Preliminary Year-End Financial Results – December 31, 2018 [File CK. 1704-1] 93 - 108

Recommendation

1. That a transfer of \$970,600, equivalent to the 2018 fuel deficit, be transferred from the Fuel Stabilization Reserve to the 2018 year-end results in order to balance the budget;
2. That a reduction of \$488,500 in the budgeted contribution to the Snow & Ice Management Reserve be approved;
3. That the Snow & Ice surplus of \$788,389 not be transferred to the Snow & Ice Management Reserve;
4. That a reduction of \$800,000 to the budgeted contribution to the Civic Buildings Comprehensive Maintenance Reserve be approved;
5. That a reduction of \$352,810 to the Golf Course Capital Reserve be approved; and

6. That a \$760,466 withdrawal from the Fiscal Stabilization Reserve be applied to the 2018 year-end results in order to balance the budget.

8.3 Standing Policy Committee on Environment, Utilities & Corporate Services

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| 8.3.1 | Absence Management and Disability Assistance Services Update [File CK. 4655-1] | 109 - 114 |
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Recommendation

That the report of the Chief Human Resources Officer dated March 4, 2019, be received as information.

8.4 Standing Policy Committee Transportation

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| 8.4.1 | Photo Speed Enforcement and Provincial Traffic Safety Fund [Files CK. 5300-8 and x 1860-1] | 115 - 142 |
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Recommendation

1. That the expansion strategy of Photo Speed Enforcement be endorsed; and
2. That the projects submitted to the Provincial Traffic Safety Fund be endorsed.

8.5 Governance and Priorities Committee

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| 8.5.1 | 2020/2021 Multi-Year Business Plan and Budget [File CK. 430-72 x 421-1] | 143 - 167 |
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Recommendation

1. That a two-year Business Plan and Budget process be approved;
2. That the new Multi-Year Business Plan and Budget Policy with an effective date of April 1, 2019, be approved;
3. That Council Policy No. C03-001, The Budget Process, be rescinded; and
4. That Council Policy No. C04-003, Staffing, be rescinded.

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| 8.5.2 | Election Agreement with Saskatoon's School Divisions [File CK. 265-1] | 168 - 173 |
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Recommendation

1. That the City enter into a formalized, tri-partite election cost-sharing and responsibility agreement with Saskatoon Public Schools and Greater Saskatoon Catholic Schools, including the cost-sharing formula passed by Council on November 15, 1982;
2. That the City Solicitor be requested to prepare the necessary agreement as outlined within the report of the City Clerk dated March 18, 2019; and
3. That the Mayor and City Clerk be authorized to execute the agreement on behalf of the City of Saskatoon.

8.5.3 Governance Review – Civic Naming Committee [File CK. 225-85] 174 - 177

Recommendation

1. That City Council delegate to The Civic Naming Committee the responsibility to organize the Names Master List by theme and priority of names;
2. That the Administration be responsible for assigning the names from the Names Master List to City streets and other municipally-owned or controlled facilities as prioritized by The Civic Naming Committee; and
3. That the required amendments to Policy No. C09-008, *Naming of Civic Property and Development Areas Policy* be made.

8.5.4 2019 Annual Appointments – Civic Naming Committee [File CK. 225-85] 178

Recommendation

That Councillors Davies, Dubois and Iwanchuk be appointed to the Civic Naming Committee for 2019.

8.5.5 City Council Endorsement – Councillor D. Hill – Candidacy for FCM Board of Directors' Third Vice-President [File CK. 155-2] 179

Recommendation

That Saskatoon City Council endorse Councillor Darren Hill in his candidacy for Third Vice President of the Federation of Canadian Municipalities at the upcoming annual convention.

9. COMMITTEE REPORTS

9.1 Standing Policy Committee on Planning, Development & Community Services

9.2 Standing Policy Committee on Finance

9.3 Standing Policy Committee on Environment, Utilities & Corporate Services

9.4 Standing Policy Committee Transportation

9.4.1 Active Transportation Implementation Plan [Files CK. 6000-5 and PL. 4110-12-7] 180 - 209

A letter from Dr. Jasmine Hasselback, Saskatchewan Health Authority, dated March 18, 2019 is provided.

Recommendation

That the Active Transportation Implementation Plan be endorsed.

9.5 Governance and Priorities Committee

9.5.1 *Workplace Transformation [File CK. 115-12]* 210 - 212

Recommendation

The Governance and Priorities Committee recommends that:

1. City Council transfer its existing reporting responsibilities for the City Solicitor to the City Manager;
2. The Office of the City Solicitor become a department of the City of Saskatoon, reporting directly to the City Manager;
3. City Council request that the City Solicitor prepare the appropriate amendments to Bylaw No 8174, The City Administration Bylaw, 2003 to reflect the revised reporting relationship, and return the amended Bylaw to the April 29, 2019 meeting of City Council.
4. City Council direct the Administration to prepare a Council Policy that incorporates the protocols outlined in the body of this report.

10. ADMINISTRATIVE REPORTS

10.1 Transportation & Construction

10.2 Utilities & Environment

10.2.1 April 2019 Electrical Rate Change – Carbon Tax Charge [File CK. 1905-3] 213 - 224

Recommendation

1. That the proposed April 1, 2019 rate changes be approved for Saskatoon Light & Power's rates, as outlined in this report; and
2. That City Council consider *Bylaw No. 9573, The Electric Light and Power Amendment Bylaw, 2019*.

10.3 Community Services

10.4 Saskatoon Fire

10.5 Corporate Financial Services

10.6 Strategy & Transformation

10.6.1 Curbside Organics and Waste Funding Options [File CK. 7830-4-2] 225 - 241

Recommendation

That the Administration be directed to pursue Option 2 as outlined in the report of the Acting Chief Strategy & Transformation Officer dated March 25, 2019.

10.7 Human Resources

10.7.1 2017 - 2018 Contract Negotiations – Saskatoon Civic Middle Management Association, Local No. 222 [File CK.4720-8] 242 - 246

Recommendation

1. That the proposed changes set out in the revision to the 2017 – 2018 Collective Agreement with Saskatoon Civic Middle Management Association, Local 222 be approved; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the revised contract under the Corporate Seal.

10.8 Public Policy & Government Relations

11. LEGISLATIVE REPORTS

11.1 Office of the City Clerk

- 11.1.1 Notice of Annual General Meetings – The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc. [File CK. 175-27]** 247 - 252

Recommendation

That the City of Saskatoon, being a member of both The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc., appoint Charlie Clark, or in his absence, Mairin Loewen or Cynthia Block of the City of Saskatoon, in the Province of Saskatchewan, as its proxy to vote for it on its behalf at the Annual General Meetings of the members of The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc. to be held on the 26th day of March, 2019 or at any adjournment or adjournments thereof.

11.2 Office of the City Solicitor

12. OTHER REPORTS

13. INQUIRIES

14. MOTIONS (NOTICE PREVIOUSLY GIVEN)

- 14.1 Councillor S. Gersher - Special Needs Garbage Collection Service [File CK. 7830-3]**

Councillor Gersher provided the following notice of motion at the Regular Business Meeting of City Council held on February 25, 2019.

"That the Administration report back with options and implications of special-needs collection services (waste, recycling and organics). As previously directed, Administration should engage with relevant stakeholders such as senior and disability services organizations as well as the Saskatoon Accessibility Advisory Committee to address accessibility needs as well as any updates required to the Special Needs Garbage Collection Service."

- 14.2 Councillor R. Donauer - Safe Consumption Site in Saskatoon [File CK. 255-6]**

Councillor R. Donauer provided the following Notice of Motion in accordance with section 65(1)(b) of *Bylaw No. 9170, The Procedures and Committee Bylaw, 2014*:

"Whereas the City of Saskatoon has been advised that there is currently an application underway for a Safe Consumption Site in Saskatoon; and

Whereas the City has been anecdotally advised that the City of Saskatoon has no role to play in such application; and

Whereas the Administration is yet to report on this process and any such role that the City of Saskatoon may or may not have;

I move that:

That the Administration report expeditiously on the impending application for a Safe Consumption Site in Saskatoon, and whether the City of Saskatoon has any role to play in the decision making process".

- 15. GIVING NOTICE
- 16. URGENT BUSINESS
- 17. IN CAMERA SESSION (OPTIONAL)
- 18. ADJOURNMENT

Bryant, Shellie

From: Candace Savage <City.Council@Saskatoon.ca>
Sent: March 20, 2019 10:27 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Wednesday, March 20, 2019 - 10:26
Submitted by anonymous user: 142.165.170.247
Submitted values are:

Date: Wednesday, March 20, 2019
To: His Worship the Mayor and Members of City Council
First Name: Candace
Last Name: Savage
Email: [REDACTED]
Address: [REDACTED] Albert Avenue
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable): Wild about Saskatoon
Subject: Northeast Swale Agenda item 8.1.6
Meeting (if known): City Council Regular Meeting March 25, 2019
Comments:

I spoke to this issue, on behalf of Wild about Saskatoon, when it came before the SPC on Planning, Development and Community Services on March 11. Sometimes it must seem that conservationist are never satisfied: that we always come asking for MORE. In this note, I try to explain why doing the bare minimum to protect the Swale is functionally equivalent to doing nothing. If we are serious about conserving these increasingly rare fragments of living landscape, then we have to get a lot of things right all at once. Fortunately, there are many good and tangible reasons to do so. These comments take their inspiration from remarks made earlier this month by Councillor Cynthia Block, about her work as council's lead on the Downtown.

"One of the things I've learned," she told members of the Saskatoon Heritage Society, "is that great cities tell great stories." What matters "is how we protect and preserve our collective history." What matters, she continued, is "how we protect the spaces that tell our stories."

My mind immediately flashed to the surviving grassland-wetland complexes in the northeast sector of Saskatoon, the Northeast and Small Swales. The story they have to tell is not just great: it is epic. The Swales speak of the Ice Ages and the retreat of the glaciers. They remember the buffalo prairie and the ancestors who have been coming here, to these bends in the South Saskatchewan River, effectively forever. Even now, the Swales are home to grouse on their dancing grounds, to butcher birds, to the whispered flight of owls. Together with Wanuskewin, these now vanishingly rare corridors of functioning grassland tell the story of this place. Great cities tell great stories. The Swales tell a great story and one that only Saskatoon can tell.

It is tricky enough to conserve a heritage building. You have to fix the leaky roof, the collapsing floor boards; you have to give the place a new purpose and use. But it is even more complex to conserve a living landscape like the Swales.

Remember when you were a kid – you'd catch some fascinating creepy-crawly, put it in a box, bring it a handful of leaves, bed it down all nice and comfy, snap on the lid – and come back a day or two later to discover that it had expired. An ex-caterpillar. Oops, should have put holes in the lid: in addition to everything else, this living thing needed air.

The Northeast and Small Swales are like that. If we want to keep them alive, we have to get everything right: we need to protect their connections to the river valley and the surrounding countryside. We need to provide them with dark skies, appropriate kinds of disturbance, meaningful buffer zones. We need to give them room to breathe

The Swales are bit of a fixer-upper, but you know, the thing is -- they still work. They sequester carbon, support biodiversity, purify water, protect us from floods. They teach us about life in our own special corner of the world, and they give us respite from stress: they support our physical and mental health. Keeping these rare prairie fragments healthy will give us hope and confidence. And we also know, from recent experience in Edmonton and elsewhere, that green spaces can be a spur to investment and development.

If we approach these resilient landscapes with generosity and imagination, I believe we will succeed in keeping them alive, so that the

Swales are here in a hundred years, in two hundred years, heck – in a thousand years – to tell their big story. To borrow a phrase from a former Saskatoon resident, the poet Patrick Lane, “It’s our story now. How do we want it to end?”

Attachments:

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/293108>

Bryant, Shellie

From: Brian Gibbs <City.Council@Saskatoon.ca>
Sent: March 24, 2019 4:09 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, March 24, 2019 - 16:09
Submitted by anonymous user: 104.255.208.76
Submitted values are:

Date: Sunday, March 24, 2019
To: His Worship the Mayor and Members of City Council
First Name: Brian
Last Name: Gibbs
Email: [REDACTED]
Address: [REDACTED] Preston Avenue N.
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable): Interested resident
Subject: North East Swale and Provincial Freeway
Meeting (if known): City Council Meeting, Monday March 25, 2019 at 8:00pm
Comments: I agree with the Northeast Swale Watchers, that a manitory and comprehesive evironmental study of the impact by the proposted provincial freeway be undertaken by a reputable environmental agency prior to construction of said freeway. The results of such a study should given due consideration by the COS and the Province with possible relocation of the freeway should the study recommend this. Too often wildlife and delecate, unrecoverable ecosystems are ignored in ongoing urban sprawl of our time.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/294081>

Bryant, Shellie

From: Dawn Loewen <City.Council@Saskatoon.ca>
Sent: March 24, 2019 1:51 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, March 24, 2019 - 13:50
Submitted by anonymous user: 216.197.220.145
Submitted values are:

Date: Sunday, March 24, 2019
To: His Worship the Mayor and Members of City Council
First Name: Dawn
Last Name: Loewen
Email: [REDACTED]
Address: [REDACTED] Tobin Cres
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]

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

Subject: proposed Saskatoon Freeway

Meeting (if known): City Council Agenda - Regular Business Meeting

Comments: I urge the powers that be to put a halt to the planned Saskatoon Freeway project, pending a proper environmental assessment. The proposed location would cut through both the Small Swale and the conservation zone of the Northeast Swale about ½ km from the North Commuter Highway through the Swale, and the bridge would be located about the same distance from the new Chief Mistawasis Bridge. There has already been serious disruption of this important natural area. Meanwhile, the city's Green Strategy purports to "transition Saskatoon into a sustainable, biodiverse community in which natural areas, assets and other green spaces are considered important infrastructure." The Swale is indeed important infrastructure (important for a whole host of reasons, for us and for other species), so let's treat it accordingly.

Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/294053>

Bryant, Shellie

From: James Blakley <City.Council@Saskatoon.ca>
Sent: March 24, 2019 4:04 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, March 24, 2019 - 16:04
Submitted by anonymous user: 71.17.138.201
Submitted values are:

Date: Sunday, March 24, 2019
To: His Worship the Mayor and Members of City Council
First Name: James
Last Name: Blakley
Email: [REDACTED]
Address: [REDACTED] 5th Ave N
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable):
Subject: Northeast Swale
Meeting (if known): Council
Comments: I wish to register my staunch opposition the the Saskatoon Freeway bisecting the Northeast Swale.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/294080>

Bryant, Shellie

From: Joanne Blythe <City.Council@Saskatoon.ca>
Sent: March 24, 2019 9:46 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, March 24, 2019 - 21:45
Submitted by anonymous user: 142.165.170.129
Submitted values are:

Date: Sunday, March 24, 2019
To: His Worship the Mayor and Members of City Council
First Name: Joanne
Last Name: Blythe
Email: [REDACTED]
Address: [REDACTED] Munroe Avenue South
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable):
Subject: Northeast Swale - Working Group Update
Meeting (if known): City Council Agenda - Regular Business Meeting
Comments:

I am writing concerning the report on the activities of the Northeast Swale working group. I see that the committee was able to address some of the 12 concerns raised by the Northeast Swale Watchers, however others remain unaddressed or await further information from future assessments.

I am very concerned about the lack of legal protect for the Northeast Swale and the Small Swale and believe that all planning of the Saskatoon Freeway should be halted until a complete environmental assessment has been done. This should be done for the entire area, but at the very least for the proposed corridor; however, the entire area would be ideal. The swales are areas of ecological importance and should be protected. In fact, all natural areas in and around Saskatoon should be afforded protection as ecological reserves. In no way, no matter what actions are taken to mitigate harm, can building a provincial highway through rare ecological systems be considered protection. A different route should be considered for the Saskatoon Freeway or no highway should be built at all. The remnants of natural areas are more than unique and interesting pieces of land, they are vibrant ecosystems and habitat for many creatures. Research is showing, what those who are connected to the

land have always known that these disappearing systems are far more important to the overall environment and to our own well-being than has been previously thought by the "prevailing wisdom."

We are long past the point of balancing the needs of the environment with the needs of the economy or even the people as our current society has long taken far more from the land and the ecosystems that support us than we have given or protected. It is time for us to redress the great imbalance we have caused.

Sincerely,
Joanne Blythe

PS

- for an excellent article on the subject of protecting natural remnants see: Why We Should Save the Last Little Scraps of Nature

https://ensia.com/voices/ecosystem-remnants-biodiversity-nature/?fbclid=IwAR2HY_8BXk8D1LJVyewY5QLoQdzknOGVDGpck0FF2nm1AlrSboMuMnK-anc

Attachments:

The results of this submission may be viewed at:

Bryant, Shellie

From: Kira Penney <City.Council@Saskatoon.ca>
Sent: March 23, 2019 8:20 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Saturday, March 23, 2019 - 20:20
Submitted by anonymous user: 204.83.118.13
Submitted values are:

Date: Saturday, March 23, 2019
To: His Worship the Mayor and Members of City Council
First Name: Kira
Last Name: Penney
Email:
Address: [REDACTED] Fast Way
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]

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

Subject: City council agenda-regular business meeting

Meeting (if known): Swale concerns

Comments: I am one of many residents who have chosen to live in Aspen Ridge. Part of my decision was the proximity to the swales and their biodiversity . In a world where we are losing natural resources at an alarming rate the city of Saskatoon has the opportunity to protect what is likely one of the few remaining areas of natural prairie near the city with a delicate natural ecosystem. The construction of the new bridge and the extension of McOrmond drive was and remains concerning due to the risk of damage to the wildlife living in the swale as well as the impact of traffic driving through the area leading to garbage and debris entering into the ecosystem. However the proposal to also build a freeway in the area doesn't seem to be a sensible use of resources and also would be undoubtedly detrimental to the native grass prairie and wetlands in the area not to mention the disruption that additional construction would cause to wildlife that nests or lives in the area. I enjoy being

able to walk along the trail by the swale and listen to the wildlife and see what Saskatchewan may have looked like long ago. I have taken my niece and nephew for walks out there and seen their faces light up when they see the tracks of different animals living in the swale and hear the many different birds (including some remarkable cranes and their amazing vocalizations). It would seem to be a better move on the city's behalf to work on ways to protect and preserve these areas, to encourage research and education in our community about what the swale has to offer and to be seen to be committed to protecting delicate endangered areas such as the swales as opposed to building more roads and infrastructure with little consideration to the environmental and cultural impact. As a country and a city we are losing our natural areas and once they are gone there is little that can be done to regain it. Wouldn't it be better to protect what we have left for our and future generations?

As a resident living alongside the swale I hope that our city council will recognize the importance of this area and the value of protecting it.

Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/293978>

Bryant, Shellie

From: Michelle Day <City.Council@Saskatoon.ca>
Sent: March 24, 2019 5:09 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, March 24, 2019 - 17:09
Submitted by anonymous user: 207.195.86.14
Submitted values are:

Date: Sunday, March 24, 2019
To: His Worship the Mayor and Members of City Council
First Name: Michelle
Last Name: Day
Email: [REDACTED]
Address: [REDACTED] Bayfield crescent
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable):
Subject: City Council Agenda - Regular Business Meeting
Meeting (if known):
Comments:
To whom it may concern,

I would like to voice my opinion about the North East Swale in Saskatoon. It is important to conserve the Swale as well as other areas of natural prairie for the plants and animals that call it home. The plan to be reviewed is outdated and needs to look at other options for Saskatoon's growth like feasible development to the north-west or east of the city. Meewasin should be included in any of the decisions as they are the conservation expert consultants for the city. Thank you.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/294085>

Bryant, Shellie

From: Morgan Reschny <City.Council@Saskatoon.ca>
Sent: March 24, 2019 11:08 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, March 24, 2019 - 11:08
Submitted by anonymous user: 142.165.228.38
Submitted values are:

Date: Sunday, March 24, 2019
To: His Worship the Mayor and Members of City Council
First Name: Morgan
Last Name: Reschny
Email:
Address: [REDACTED] Welker Crescent
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable):
Subject: City Council Agenda - Regular Business Meeting
Meeting (if known):

Comments: I am so proud of the nature reserves of our province, our land is beautiful and there are so many people who work tirelessly to preserve it. As a Saskatoon citizen I am concerned about the lack of legal protection for the Northeast Swale and the wildlife it is home to. Biodiversity is important, and our biodiversity is being threatened by urbanization more and more everyday. We need to understand what the implications of our roads will be to the life around us, hence the construction/development around the Swale should be postponed until further assessment can be done to determine how to best conserve the area. All necessary precautions should be taken to ensure the area continues to thrive.

Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/294026>

Bryant, Shellie

From: Penny McKinlay <City.Council@Saskatoon.ca>
Sent: March 24, 2019 5:13 AM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: letter_of_support_for_ne_swale_mar24_19.docx

Submitted on Sunday, March 24, 2019 - 05:13
Submitted by anonymous user: 84.98.179.27
Submitted values are:

Date: Sunday, March 24, 2019
To: His Worship the Mayor and Members of City Council
First Name: Penny
Last Name: McKinlay
Email: [REDACTED]
Address: [REDACTED] 7th Avenue North
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]

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

Subject: Legal Protection of Northeast Swale and Small Swale and Withdrawal of Support for Proposed Siting of Saskatoon Freeway

Meeting (if known): City Council Meeting - Regular Business Meeting

Comments: Please find attached a letter expressing my concern regarding the lack of legal protection for the Northeast Swale, the Small Swale, and connecting natural areas such as Peturrson's Ravine. I am particularly concerned about the irreparable damage that will be done if the City does not withdraw its support for the proposed placement of the Saskatoon Freeway.

Attachments:

letter_of_support_for_ne_swale_mar24_19.docx:

https://www.saskatoon.ca/sites/default/files/webform/letter_of_support_for_ne_swale_mar24_19.docx

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/294003>

[REDACTED] 7th Avenue North
Saskatoon, SK [REDACTED]
[REDACTED]

Mayor Clark and members of Saskatoon City Council:

Re: Legal Protection of Northeast Swale and Small Swale and Withdrawal of Support for Proposed Siting of Saskatoon Freeway

The City of Saskatoon has the great good fortune to have within its boundaries one of the few remaining remnants of native grassland. The Northeast Swale, the Small Swale, and connecting natural areas, such as Peturrson's Ravine, are home to rare and endangered plants and birds, as well as herds of mule deer, and a sage-grouse lek. What an honour to share our urban home with such a vast array of wildlife and plants. At a time of rapidly decreasing biodiversity, climate change, and human-wildlife disconnect, the Northeast Swale and connecting areas are the jewel in Saskatoon's crown and a huge part of what makes Saskatoon a great place to live.

Such a valuable natural area must be protected and City Council would be remiss in its duties if it did not do all in its power as quickly as possible to protect this valuable resource. The first step must surely be to provide legal protection for the Northeast Swale, the Small Swale, and the connecting areas. The City will then be in a position, with the support of the Meewasin Valley Authority, to properly protect this area.

The City of Saskatoon must also take immediate action to withdraw its support for the proposed route of the Saskatoon Freeway. The proposed route was established in 2001 before the City had become aware of the importance of the Northeast Swale and Small Swale. It is sorely out of date and must be revisited in light of our current understanding of the area's importance and the risks humanity faces if it does not recognize that it cannot survive if it doesn't learn to co-exist in harmony with nature.

It is absurd and beyond belief that the City would endorse a 4-lane freeway with speeds up to 110 kmh in such close proximity to existing roads and bridges through such an invaluable natural resource.

The time is now to speak up for our future and to protect the small amount of native grassland that remains. Do it for yourself – do it for your children.

Thank you,

Penny McKinlay

Bryant, Shellie

From: Sanae Ko <City.Council@Saskatoon.ca>
Sent: March 24, 2019 10:15 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, March 24, 2019 - 10:14
Submitted by anonymous user: 207.47.175.215
Submitted values are:

Date: Sunday, March 24, 2019
To: His Worship the Mayor and Members of City Council
First Name: Sanae
Last Name: Ko
Email: [REDACTED]
Address: [REDACTED] Laycoe Court
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable):
Subject: Development of the Swale
Meeting (if known): City Council Agenda - Regular Business Meeting
Comments: I would like to express my concern about the planned highway through the Northeast Swale. As a resident of Silverspring, I see the value of the Northeast Swale and Small Swale. I experience and appreciate the wildlife and natural plant life adjacent to urban areas. This is a special area that should be protected from further development, including both highways and housing. I ask you to review the plan for the freeway and reconsider the location, which is currently proposed to be very close to the new North Commuter Parkway. A freeway location that does not further disturb the Swale could be recommended to the Province.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/294017>

Thank you Your Worship and Councillors. My name is Sara Harrison, and I am the Chair of the Saskatoon Environmental Advisory Committee.

I and my colleagues have stood up here many times before, and as you are well aware, SEAC is a strong supporter of the implementation of waste diversion via the proposed city-wide organics program.

Our mandate is to provide advice on matters relating to environmental implications of City policies and programs... and one of our key goals for 2019 is to continue to advise on waste diversion programs. We are extremely committed to this goal as this program is a significant step towards a sustainable Saskatoon –in waste footprint, GHG emission reduction, and financial sustainability.

While we haven't had a chance to review the presented report as a committee, there are some fundamentals we have discussed previously that we would like to comment on. In addition, we have responded to your request to comment on the February report and a letter is forthcoming to EUCS. If you so choose, we look forward to the opportunity to fully discuss and comment on the details of this report as a committee at our next meeting.

SEAC applauds the vision and foresight of Council in having decided to continue to move forward with citywide curbside organics collection. However, we wish to reinforce the need to progress with implementation as quickly as possible.

Saskatoon's goal of 70% waste diversion by 2023 is only 4 short years away and Saskatoon's current waste diversion rate is only approximately 23%. As nearly half of Saskatoon's residential waste is made up of organics, quick implementation of city-wide organics collection is needed in order to achieve this goal.

In addition, approximately 8% of Saskatoon's GHG emissions come from the landfill.

There are a couple points in this report I would like to draw your attention to:

Firstly, on our environmental targets:

- The report clearly states that meeting our 2023 Waste Diversion target is in jeopardy. This should not be taken lightly. These targets represent a guiding commitment and priority to Saskatoon residents. What are we left with if we disregard these targets when the going gets tough? We encourage and are here to support Council in showing leadership in this area... to make tough yet sustainable decisions for Saskatoon residents.
- Saskatoon has one of the worst waste diversion rates in Canada. As other cities move forward with their composting plans, Saskatoon's delays have us racing for the bottom.
- This is only the first step on our way towards achieving our waste diversion targets – a delay in this program will flow on towards other programs – the multi-unit and ICI programs, further jeopardising our ability to meet this target.
- Lastly, waste is a critical component of our Low Emissions Community plan. 12,000 to 17,000 tonnes CO₂e per year is projected to be reduced with this program, supporting our target towards 40% reduction in GHG emissions by 2023 and 80% reduction by 2050.

Next, some points in regards to financial sustainability...

- It is tempting to just look at the mill rate increase with each option. However, from my understanding from unpacking this report, these figures do not factor in the property tax required increase to sustainably fund the landfill given the current shortfall to the replacement reserve. The longer this program takes to implement, the sooner Council will be faced with a significant funding crunch in order to construct a new landfill. Simply looking at this mill rate increase for the Compost program is narrow-focused and short-term. Council needs to consider the full picture of sustainable waste management when considering the financial cost.
- In addition, Council has requested Administration to consider a “triple bottom line” policy to move decision-making away from purely financial. These options as presented do not consider the environmental and social levelers of sustainable waste management.

- Option 1 rolls out the program at the quickest rate, and therefore will most quickly solve the problem facing the city. Yes, it has the highest mill rate in the near-term but it will most effectively lead to a solution of the root cause problem – our current low diversion rate.
- Attachment 4 lays this out clearly, to quote:
 - For every year that a citywide curbside organics program is delayed a loss of landfill airspace is equivalent to \$1.1 to \$1.6M per year.
 - Put simply, landfill airspace is expensive to Saskatoon residents and you need to consider the landfill airspace costs over the long term.
- In Attachment 1, it wasn't clear to me what is embedded in each option and whether they are equivalent in managing the current funding gap. To get a full picture of the decision before you, you need to understand the breakdown of what portion of the increase is due to the organics program vs. other components of the waste system.
- Without fully considering the value of air space, and the historic underfunding of the waste system, you are effectively saddling the decision to proceed with the organics program with the costs of black-bin waste collection and disposal.
- Essentially, the slower the program is rolled out, the longer you continue to subsidize the thing you don't want (waste) vs. the thing you do (waste diversion).

Residents' voices

- Over 80% of residents surveyed supported the implementation of a program during 2018 engagement. With 10% growth of residents making a choice to pay to compost, there is clearly a strong desire for more sustainable waste solutions in Saskatoon. 8,500 residents have said loud and clear (with their pocket books) that they value sustainable waste by opting in to the current green cart program.

Given all of this, I (and I speak as the Chair, not the committee) am not clear why Administration has recommended Option 2, other than in following your request for "AN option". You did not direct it to be "THE option". In light of seeing the picture before you, I am not clear why you would choose this option.

On a personal note – I have 2 young children, 4 and 2 years old. They are the reason I take the time to stand before you today, as they, and all residents of Saskatoon, deserve to live in a healthy, sustainable city. The decision you make today will impact not only Saskatoon's tax payers, but the long-term residents of this city. You can choose to invest today in a long-term, financially and environmentally sustainable solution that has a positive impact in the future. Or you can choose short-term gain over long-term pain and saddle residents with an unsustainable landfill for longer.

SEAC encourages you to choose wisely, consider the full and long-term picture of your decision, and implement this program as soon as you can.

Thank you.

Bryant, Shellie

From: Sara Harrison <City.Council@Saskatoon.ca>
Sent: March 25, 2019 8:55 AM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: city_council_presentation_25mar19.docx

Submitted on Monday, March 25, 2019 - 08:55
Submitted by anonymous user: 4.14.205.115
Submitted values are:

Date: Monday, March 25, 2019
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: Item 10.6.1 Curbside Organics and Waste Funding Options [File CK. 7830-4-2]
Meeting (if known): City Council
Comments:
Your Worship and Councillors,

On behalf of the Saskatoon Environmental Advisory Committee, I would like to request to speak to the Curbside Organics and Waste Funding Options report that will be in front of Council on Monday, March 25.

In the event that the meeting runs long and a SEAC representative is unavailable to stay for the duration, I have attached our speaking notes to this letter for your review.

King Regards,
Sara Harrison
Attachments:
city_council_presentation_25mar19.docx:
https://www.saskatoon.ca/sites/default/files/webform/city_council_presentation_25mar19.docx

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/294192>



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

2018 Annual Report and 2019 Work Plan – Municipal Heritage Advisory Committee

Recommendation of the Committee

That the 2018 Annual Report and 2019 Work Plan of the Municipal Heritage Advisory Committee be received as information.

History

At the March 11, 2019 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the Municipal Heritage Advisory Committee, dated February 4, 2019, was considered.

Attachment

February 4, 2019 report of the Municipal Heritage Advisory Committee

February 4, 2019

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

**Re: 2018 Annual Report and 2019 Work Plan – Municipal Heritage Advisory Committee
(File No. CK. 430-27)**

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

Committee Membership

Membership on the Committee for the year 2018 was as follows:

- Ms. P. Lichtenwald, Chair - Tourism Saskatoon
- Ms. L. Swystun, Vice Chair - Saskatoon Heritage Society
- Councillor H. Gough
- Ms. K. Edwards - Saskatoon Public Library - Local History Room
- Mr. B. Garritty - Public Member
- Mr. D. Greer - Saskatchewan Association of Architects
- Ms. T. Janzen - Public Member
- Ms. J. Lawrence - Public Member
- Ms. S. Marchildon - Downtown BID
- Ms. D. Mercier - Broadway BID
- Mr. L. Moker - Sutherland BID
- Mr. A. Otterbein - Meewasin Valley Authority
- Mr. R. Pshebylo - Riversdale BID
- Mr. R. Schmid - Saskatoon Region Association of Realtors
- Mr. J. Scott - 33rd Street BID
- Mr. M. Williams - Saskatoon Archaeological Society
- Ms. C. Youngson - Public Member

The 2019 membership on the Committee is as follows:

- Ms. Katie Edwards, Saskatoon Public Library
- Mr. Brendan Garritty, Public
- Ms. Tara Janzen, Public
- Mr. Garry Anaquod, Saskatchewan Indigenous Cultural Centre
- Ms. Paula Lichtenwald, Tourism Saskatoon
- Ms. Sarah Marchildon, Downtown Saskatoon Business Improvement District
- Ms. DeeAnn Mercier, Broadway BID

- Mr. Lloyd Moker, Sutherland BID
- Mr. Alan Otterbein, Meewasin Valley Authority
- Mr. Randy Pshebylo, Riversdale BID
- Mr. Roger Schmid, Saskatoon Region - Association of Realtors Inc.
- Mr. James Scott, 33rd Street BID
- Ms. Lenore Swystun, Saskatoon Heritage Society
- Mr. Andrew Wallace, Saskatchewan Association of Architects
- Mr. Michael Williams, Saskatoon Archaeological Society
- Ms. Cera Youngson, Public

Work Plan Goals and Accomplishments

The work plan goals of the Committee in 2018 were as follows. Under each goal, a summary of the accomplishments of the Committee is provided. In addition, Appendix 1 provides a summary of key topics and resolutions by meeting, and Appendix 2 provides a summary of 2018 expenditures.

2018 Reports and Communications

Matters Referred by SPC or City Council

1. The Municipal Heritage Advisory Committee did not receive any matters in 2018.

Reports/Recommendations Submitted to City Council:

1. Façade Improvement Grant [File No. CK. 1870-1 x1700-1] – that a letter be drafted to City Council to identify a funding source for the Façade Improvement Grant. – considered at the Business Plan and Budget Review meeting held on November 26, 2018
2. Right-of-Way Boulevard Leases [File No. CK. 4070-2 x 4070-0] – that a letter be drafted to City Council requesting that flexible ways be considered for the leases be considered in regards to the heritage fence. – considered at the November 19, 2018 meeting.

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

1. Delegation of Approvals for Grant Incentives Under the Heritage Conservation Program [File No. CK. 710-1 and PL. 905-6] – Recommendations forwarded to PDCS – February meeting considered at the March 5, 2018 meeting
2. Reviewed request from Dr. Keith Carlson for sponsoring an intern, the committee moved to draft a letter to PDCS to request funding for a student for 2019 to focus on Intangible Heritage. – letter dated August 2, 2018 considered at the August 14, 2018 meeting.

3. Application for Funding under the Heritage Conservation Program – The Cathedral of St. John Evangelist was received with the recommendations and forwarded to PDCS for approval. – considered at the June 13, 2018 meeting
4. A request that a letter be written to PDCS requesting that additional funding to the Heritage Conservation fund be considered during the 2019 Budget deliberations in order to provide shorter amortization periods for applicants. – letter dated June 7, 2018 considered at the August 14, 2018 meeting
5. Application for Funding Under the Heritage Conservation Program - Andrew Boyd Residence (803 9th Avenue North) [File No. CK. 710-63] – The committee received the report as recommended and forwarded to PDCS for approval. – considered at the August 14, 2018 meeting.
6. Sale and Adaptive Re-use of Former Saskatoon Transit Facilities at 321 Avenue C North [File No. CK. 4110-43, 4215 x 600-1] – A request from the Committee to draft a letter to PDCS to be involved in the provide input and be involved in the process where possible. – letter dated October 30, 2018 considered at the November 5, 2018 meeting.
7. Application for Funding Under the Heritage Conservation Program – Pettit/Sommerville Residence (870 University Drive) [File No. CK. 710-53] – The application was supported as presented and to be forwarded to PDCS for approval. – letter dated November 27, 2018 considered at the December 3, 2018 meeting.

Reports/Recommendations Submitted to the Governance and Priority Committee:

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

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

1. There were no matters communicated by Chair, Vice-Chair or designate to the local media for 2018.

Work Plan for 2019

In 2019, Committee will:

- A review of the Heritage Policy and Program took place in 2012. This resulted in an updated Civic Heritage Policy and new companion document called the Heritage Plan (2014). The Committee has as a goal to work with Administration and other key stakeholders to conduct a five-year review of the Heritage Plan with the intention to provide further updated suggestions and actions as per the Committee's mandate and vision.

- As per the Committee's mandate, the Committee will be continuing to seek ways to provide feedback and input various on-going and up-coming civic heritage and heritage related policy and program initiatives.
 - This includes within the first quarter of 2019, identifying and building capacity of MHAC member strengths and resources to ensure best ability to review and operationalize identified activities and plans as per the MHAC mandate.
- The Committee requests to have a member approved attend the 2019 National Trust Conference being held in Winnipeg, Manitoba.

ATTACHMENTS

1. Appendix 1 – 2018 Meeting Summary
2. Appendix 2 – 2018 Expenditures

Yours truly,



Lenore Swystun
Chair
Municipal Heritage Advisory Committee

Appendix 1 – 2018 Meeting Summary – Key Topics and Resolutions

Meeting	Summary – Key Topics and Resolutions
January	<ul style="list-style-type: none"> - Paula Lichtenwald was appointed Chair - Intangible Heritage Presentation by Dr. Keith Carlson
February	<ul style="list-style-type: none"> - Lenore Swystun was appointed as Vice Chair - Delegation of Approvals for Grant Incentives Under the Heritage Conservation Program [File No. CK. 710-1 and PL. 905-6] – Recommendations forwarded to PDCS - Heritage Award Recipients List was approved by the Committee - Saskatoon Heritage Society Co-Sponsorship –Request for Funding [File No. 1704-5] – the Committee approved a maximum of \$720.95 from the Education and Training budget to go towards the public event.
March	<ul style="list-style-type: none"> - Goals and Priorities for the 2018 were reviewed and established. - Subcommittees were established.
April	<ul style="list-style-type: none"> - Reviewed request from Dr. Keith Carlson for sponsoring an intern, the committee moved to draft a letter to PDCS to request funding for a student for 2019 to focus on Intangible Heritage. - Saskatoon Heritage Society - Co-Sponsorship - Event Follow Up [File No. 1704-5] – a request from the committee to establish a formal process was received.
May	Quorum was not present; therefore the meeting did not proceed.
June	<ul style="list-style-type: none"> - A new terms of reference was reviewed and written feedback was provided to the core committee. - Application for Funding under the Heritage Conservation Program – The Cathedral of St. John Evangelist was received with the recommendations and forwarded to PDCS for approval. - A request that a letter be written to PDCS requesting that additional funding to the Heritage Conservation fund be considered during the 2019 Budget deliberations in order to provide shorter amortization periods for applicants. - Application for Funding Under the Heritage Conservation Program - Andrew Boyd Residence (803 9th Avenue North) [File No. CK. 710-63] – The committee received the report as recommended and forwarded to PDCS for approval. - 2017 - 2018 Heritage Awards Final Report (File No. CK. 710-38) – a request that the category of 'Intangible Heritage' be added to the next Heritage Awards was approved.

September	<ul style="list-style-type: none"> - Co-sponsorship Request Process was reviewed and sent back to have a draft presented at the October meeting. - Lenore Swystun was approve to attend the National Trust Conference, as one of the Committee's goals and priorities. - Jennifer Lawrence, Allan Otterbein & Janes Scott were approved to go to the 2018 Wichitowin Aboriginal Engagement Conference.
October	<ul style="list-style-type: none"> - Proposed Rehabilitation Project - 870 University Drive - Pettit House [File No. CK. 710-53 x710-1 and x710-27] – a request was received to change the shingle replacement from cedar shakes to rubber shingles. The request was approved by the committee. - Sale and Adaptive Re-use of Former Saskatoon Transit Facilities at 321 Avenue C North [File No. CK. 4110-43, 4215 x 600-1] – A request from the Committee to draft a letter to PDCS to be involved in the provide input and be involved in the process where possible.
November	<ul style="list-style-type: none"> - Application for Funding Under the Heritage Conservation Program – Pettit/Sommerville Residence (870 University Drive) [File No. CK. 710-53] – The application was supported as presented and to be forwarded to PDCS for approval. - Façade Improvement Grant [File No. CK. 1870-1 x1700-1] – that a letter be drafted to City Council to identify a funding source for the Façade Improvement Grant. - Right-of-Way Boulevard Leases [File No. CK. 4070-2 x 4070-0] – that a letter be drafted to City Council requesting that flexible ways be considered for the leases be considered in regards to the heritage fence.
December – Special Meeting	<p>Proposed Alterations to Municipal Heritage Property – 950 Spadina Crescent East (Mendel Building and Civic Conservatory) [File No. CK. 710-70 x 620-4] - The proposed alterations were approved, and a motion was passed that a letter of support to request that the proposed vestibules appearance aligns with the Civic Conservatory and overall appearance.</p>

Appendix 2 – 2018 Expenditure

Date	Description	Amount
1-12-2018	Heritage Festival Event Exhibitor Registration	\$60.00
2-21-2018	Membership Fees – Saskatoon Heritage Society	\$30.00
2-21-2018	Membership Fees – Heritage Saskatchewan	\$52.50
2-22-2018	Heritage Workshop Registration – A. Otterbein	\$60.00
2-9-2018	Heritage Awards Event – Awards	\$2331.00
3-6-2018	Heritage Awards Event Catering	\$609.63
3-8-2018	Heritage Awards Event – Trophy engraving	\$1165.50
3-6-2018	Heritage Awards Event – Certificate Framing	\$531.56
3-19-2018	Heritage Awards Event – Photographer	\$333.00
6-25-2018	Heritage Awards Administrator – Contracted Fees 2 of 2	\$2405.12
6-25-2018	Saskatoon Heritage Society – Co-Sponsorship for Event	\$568.49
9-18-2018	2018 Wicihiowin Conference – 3 members attended	\$750.00
10-10-2018	Doors Open Event – 1 st Installment Payment for 2019	\$3675.00
11-27-2018	Conference Fee and Travel – L. Swystun	\$1851.02
	Total	\$14, 098.79



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Bees on Roof of City Hall – Inquiry Councillor D. Hill

Recommendation of the Committee

That the information be received.

History

At the March 11, 2019 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the A/General Manager, Community Services Department, dated March 11, 2019, was considered.

Attachment

March 11, 2019 report of the A/General Manager, Community Services Department

Bees on Roof of City Hall – Inquiry Councillor D. Hill

Recommendation

That the report of the Acting General Manager, Community Services Department, dated March 11, 2019, be received as information.

Topic and Purpose

The purpose of this report is to provide information regarding the University Saskatchewan's experience with rooftop beekeeping and how to potentially make it feasible at Saskatoon's civic facilities, including City Hall.

Report Highlights

1. An update from the University of Saskatchewan (U of S) indicates their rooftop beekeeping project has not been approved.
2. Currently, the City of Saskatoon (City) supports beekeeping in a variety of ways, and there are alternatives to rooftop beekeeping that can support urban food production, as well as protection of bee habitat.
3. To make rooftop beekeeping feasible at Saskatoon's civic facilities, including City Hall, there are several considerations that would have to be addressed.

Strategic Goal

This report supports the long-term strategy to improve access to ecological systems and spaces, both natural and naturalized, under the Strategic Goal of Environmental Leadership.

Background

At its August 14, 2017 meeting, the Standing Policy Committee on Planning, Development and Community Services, considered a previous report, dated March 22, 2010, which responded to an inquiry from Councillor D. Hill, and resolved, in part:

"That the Administration initiate a discussion with the University of Saskatchewan on rooftop beekeeping and how to make it feasible."

Report

University of Saskatchewan Rooftop Beekeeping

The U of S proposal for rooftop beekeeping recommended the placement of hives on the roof of Kirk Hall. The purpose of the proposal was to provide education for students and to promote urban food production. The proposal was ultimately rejected by the U of S for the following reasons:

- There is no external access to the roof of Kirk Hall. This would require the beekeeper, and bees, to travel through the building to access the roof, which would put staff and students into potential contact with bees;

- Access to water for the bees would be limited; and
- The rooftop of Kirk Hall was not designed for human access (i.e. there are no guard rails or parapets of sufficient height to provide fall protection); this is a liability issue.

Bees in Saskatoon

Currently, Saskatoon residents are allowed to keep honey bees on their property if they comply with the Animal Control Bylaw No. 7860 and *The Saskatchewan Apiaries Act*. Beekeeping in Saskatoon is supported by the Saskatchewan Ministry of Agriculture, Saskatchewan Beekeepers Development Commission, and the Saskatoon Bee Club. Beekeepers are required to register their hives with the Ministry of Agriculture.

Honey bees are not native to Saskatchewan. Most wild bees are solitary, nesting in plant stems, wood cavities, organic debris, or in the ground. These bees pollinate crops and native plants; providing safe habitat for these bees is important to urban food production and protection of native plant species. Currently, the Sustainability Division promotes biodiversity and habitat for all pollinators via the Healthy Yards education campaign. The Green Strategy is also examining ways to support urban food production as well as protection of native bee habitat.

Additionally, the Naturalized Parks program has been planting wildflower ribbons for several years in parks such as Gabriel Dumont, Lakewood, Heritage, Donna Birkmaier, and Hyde. The purpose is to introduce native flower species into the parks for both aesthetic pleasure and to provide habitat for pollinators. Ultimately, the vision is to have large tracts of naturalized space providing a significant source of pollen and nectar, which serve as a protein and energy source for pollinators. Dandelions in turf grass areas also constitute a significant source of nectar and pollen for bees early in the season.

Feasibility of Civic Facility Rooftop Beekeeping in Saskatoon

The table below summarizes the main challenges and feasibility requirements for rooftop beekeeping on Saskatoon's civic facilities, including City Hall.

Category	Consideration	Feasibility Requirement
Hive weight	Hives, that would be most appropriate for the City Hall roof top, are heavy with the hive boxes, bees, honey, and wax, during periods of peak honey production; the ability of existing rooftops to support this additional weight (of up to 500 pounds) is unknown.	A qualified structural engineer would assess the load bearing capacity of the roof and provide recommendations for hive placement.
Beekeeper safety	Most civic rooftops have not been designed for frequent access; safety is a concern.	A qualified OH&S consultant would assess rooftop safety and provide recommendations for fall prevention and other safety issues.

Bees on Roof of City Hall – Inquiry Councillor D. Hill

Roof Access	Many civic rooftops have not been designed for exterior access; to maintain hives bees and beekeepers would have to access the roof on an annual basis via the building interior, which may increase the risk of bee stings to staff and the public.	Placement of bee sting kits throughout the building for allergic individuals and create a response protocol for bee stings. Select City Hall staff would need training in administering medication in cases of severe sting reactions.
Hive survival	Rooftops are exposed locations, especially in Saskatoon winters; there is a risk of hive death.	Additional shelter could be constructed on the roof. Hives could be insulated or moved to a more sheltered location in winter.
Swarming	If the bee colony does not have sufficient space, the bees may swarm to establish a new hive. Smaller hive spaces have high swarm potential and are not recommended for rooftop beekeeping. Swarms may land on or inside nearby buildings causing significant disruption or damage.	Position hives away from air intakes and exhaust systems, and consider structural modifications, such as screening for intakes. Beekeeper may be required to manage the hive to prevent swarming. Note that even with management, it would be impossible to eliminate the risk of swarming entirely. To further mitigate risk, create a response protocol for swarming.
Water Source	Bees require a fresh water source; which is not readily available on rooftops.	Place several automatic vacuum sealed waterers near the hive. The beekeeper would need access to a water source inside the building.
Resource Considerations	Currently, no resources (staff or financial) to implement a rooftop bee keeping program.	Allocation of funding for initial set up and ongoing operating would be required.

Other Considerations/Implications

There are no options, 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

There is no due date for follow-up and/or project completion.

Public Notice

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

Report Approval:

Written by: Jessie Best, Environmental Coordinator, Sustainability, Utilities & Environment
Reviewed by: Twyla Yobb, Watershed Protection Manager, Sustainability, Utilities & Environment
Jeff Boone, Entomologist, Parks Division, Community Services
Darren Crilly, Director of Parks, Community Services
Approved by: Lynne Lacroix, Acting General Manager, Community Services Department

Bees on Roof of City Hall – Inquiry Councillor D. Hill.docx/kb



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

License Agreement Renewal – Saskatoon Water Ski Club

Recommendation of the Committee

1. That the extension to the lease agreement between the City of Saskatoon and the Saskatoon Water Ski Club, in accordance with the terms set out in the March 11, 2019 report of the Acting General Manager, Community Services Department, 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 appropriate agreement under the Corporate Seal.

History

At the March 11, 2019 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the A/General Manager, Community Services Department, dated March 11, 2019, was considered.

Attachment

March 11, 2019 report of the A/General Manager, Community Services Department

Licence Agreement Renewal – Saskatoon Water Ski Club

Recommendation

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

1. That the extension to the lease agreement between the City of Saskatoon and the Saskatoon Water Ski Club, in accordance with the terms set out in this report, 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 appropriate agreement under the Corporate Seal.

Topic and Purpose

This report provides an overview of the terms of a licence agreement renewal with the Saskatoon Water Ski Club, providing a five-year extension, with three renewal options, each for an additional five-year term.

Report Highlights

1. This report requests approval of a year-round licence agreement between the Saskatoon Water Ski Club (Water Ski Club) and the City of Saskatoon (City), for a five-year term, with the option for an additional three, five-year terms.

Strategic Goal

Under the Strategic Goal of Quality of Life, the recommendations of this report support the long-term strategy of ensuring that existing, and future, leisure centres, as well as other recreational facilities are accessible, physically and financially, and meet community needs.

Background

The Water Ski Club has been operating at the North Industrial Pond (North Pond) located south of 58th Street in the Hudson Bay Industrial Area for over 25 years. The most recent agreement, which expired September 30, 2017, allowed the Water Ski Club to provide water skiing, wakeboarding and other water sport training and competition activities for its members throughout the months of May to September.

In 2015, the Water Ski Club submitted a proposal to make significant improvements to the site, including improvements to the pond, which were completed in 2016. In 2017, and continuing through 2018, the parties entered into discussions for a renewal which included a proposal by the Water Ski Club to construct a new clubhouse, which will meet the future needs of its members. The new clubhouse will include washrooms and change rooms suitable for both able-bodied and adaptive athletes. It will be built such that it can be removed in the future if required. Administration is currently working with

the Water Ski Club to review and provide approval for this project. Through this request, the Water Ski Club has requested to move from a seasonal term to a year-round agreement. As the Water Ski Club has been a long standing partner with the City, Administration is in agreement with this request.

The new agreement, if approved, would include terms to permit the further exploration of these improvements, which would be made at the expense of the Water Ski Club.

Report

Terms of Agreement

Key terms of the Lease Agreement include:

1. The City agrees to allow the Water Ski Club to use the North Pond for five years, with the option of three additional, five-year terms, for the purpose of providing water skiing, wakeboarding and other water sport training and competition activities to its members.
2. The Water Ski Club would be responsible for the operation, all utilities, maintenance, and repair of the facility, including the clubhouse, boathouse, judging towers, storage facilities, and parking lot. This includes, but is not limited to, summer and winter maintenance.
3. All improvements and renovations shall be at the expense of the Water Ski Club and require written consent of the City.
4. A restoration fund would be created and held in trust by the City until the term of the agreement has expired. The fund would be used to remove any building from the land and restore it to a vacant state.
5. The Water Ski Club shall use its best efforts to restrict use of the North Pond and the installations to its members only.
6. The Water Ski Club is responsible to maintain the land in a clean, sanitary and safe condition during the term.
7. The Water Ski Club acknowledges the pond's primary purpose is for storm water management, and that the purpose cannot be compromised by any alterations to the pond.
8. The Water Ski Club, or event organizers acting with the consent of the Water Ski Club, would need to make an application to the Community Services Department for permission to hold special events at or around the North Pond.

Options to the Recommendation

An option would be to not approve the Licence Agreement or the terms of the Licence Agreement as outlined in this report. In this case, the Water Ski Club would need to find a new location to provide water skiing, wakeboarding and other water sport training and competition activities to its members.

Public and/or Stakeholder Involvement

The Water Ski Club has been involved in the process of drafting the terms and is in agreement to all terms and conditions.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

No follow up is required at this time.

Public Notice

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

Report Approval

Written by: Lindsay Cockrum, Open Space Consultant, Recreation and Community Development
Reviewed by: Andrew Roberts, Acting Director of Recreation and Community Development
Approved by: Lynne Lacroix, Acting General Manager, Community Services Department

SP/2019/RCD/PDCS – Licence Agr Renewal – Saskatoon Water Ski Club/df



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Agreement – Saskatoon Forestry Farm Park and Zoo and Saskatoon Zoo Society

Recommendation of the Committee

1. That the City of Saskatoon and The Saskatoon Zoo Society enter into a five-year agreement for programming services and a two-year agreement for the Buckeye Café and Kinsmen Express Train services at the Saskatoon Forestry Farm Park and Zoo starting January 1, 2019, in accordance with the terms set out in the report of the Acting General Manager, Community Services Department dated March 11, 2019; 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 appropriate agreement under the Corporate Seal.

History

At the March 11, 2019 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the A/General Manager, Community Services Department, dated March 11, 2019, was considered.

Attachment

March 11, 2019 report of the A/General Manager, Community Services Department

Agreement – Saskatoon Forestry Farm Park and Zoo and Saskatoon Zoo Society

Recommendation

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

1. That the City of Saskatoon and The Saskatoon Zoo Society enter into a five-year agreement for programming services and a two-year agreement for the Buckeye Cafe and Kinsmen Express Train services at the Saskatoon Forestry Farm Park and Zoo starting January 1, 2019, in accordance with the terms set out in this report; 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 appropriate agreement under the Corporate Seal.

Topic and Purpose

The purpose of this report is to provide an overview of, and seek approval for, the renewal of an agreement between the City of Saskatoon through the Saskatoon Forestry Farm Park and Zoo and the Saskatoon Zoo Society. The agreement would see the Saskatoon Zoo Society continue to provide programming for a five-year term and continue the operation of the Kinsmen Express Train and concession services for a two-year term with an option to extend these items for one year if required and agreed upon by both parties at the end of 2021, 2022, and 2023.

Report Highlights

1. The intent of the agreement between the City of Saskatoon (City) and the Saskatoon Zoo Society (Zoo Society) is to ensure the continued provision of educational program services, zoo train, and food and beverage concession services by the Zoo Society.
2. The agreement between the City and the Zoo Society would include a five-year term for programming services, and a two-year term, with options to renew, for the operations of the Buckeye Cafe and Kinsmen Express Train services.

Strategic Goal

This report supports the City's Strategic Goal of Quality of Life by providing opportunity for citizens to have access to programs that promote education and learning at the Saskatoon Forestry Farm Park and Zoo (Zoo). Furthermore, the Zoo provides citizens and visitors to Saskatoon a unique opportunity to enjoy the natural beauty of the site.

Background

The City has had a program and services agreement with the Zoo Society since 1976 and has renewed it approximately every three years since that time. The current one-year agreement between the City and the Zoo Society expired on

Agreement – Saskatoon Forestry Farm Park and Zoo and Saskatoon Zoo Society

December 31, 2018. The purpose and intent of past agreements with the Zoo Society was to provide:

- a) educational and interpretive programming to the public;
- b) food and beverage concession services to the patrons visiting the Zoo;
- c) admission services for the park gate and the zoo gate; and
- d) operating services for the Kinsmen Express Train.

The Zoo Society has reaffirmed its interest to continue operation of the Kinsmen Express Train and Buckeye Cafe concession, as well as provide program services.

Report

Overview of the Zoo Society's Programs and Services

Over the past year, the Zoo Society has continued to develop its strategic plans for the future and conducted a thorough review of its operations. The Zoo Society continues to drive its strategy of focusing on its core mandates related to educational and interpretive programming and will continue to support this with the operation of the Kinsmen Express Train and the concession business.

The Zoo Society is a non-profit corporation that is mainly run through a dedicated group of volunteers that have a significant interest in the Zoo. Its commitment to the Zoo has been and continues to be tremendous. The Zoo Society employs a small group of people to handle the day-to-day tasks and many have returned year after year for seasonal employment.

Terms of the Agreement

The negotiated changes to the service agreement between the City and the Zoo Society are highlighted below:

- A. Agreement Term:
 - (i) Programming Services - Five years, commencing January 1, 2019, and ending December 31, 2023.
 - (ii) Buckeye Cafe Licence and Kinsmen Express Train services - Two years, commencing April 1, 2019, and ending December 31, 2020, with an option to extend for up to three additional one-year extensions if required and agreed upon by both parties at the end of 2021, 2022, and 2023.
- B. Programming Services
The Zoo Society agrees to continue to provide the interpretive, educational, and environmental program services as outlined in the agreement for five years, commencing January 1, 2019, and ending December 31, 2023. The direct fee for service as approved in the 2019 budget is \$69,600 to be invoiced by the Zoo Society and paid in three equal installments of \$23,200.
- C. Food Service Concession
The Zoo Society shall continue to operate the food service concession on behalf of the City. Contracting the concession service with the Zoo Society allows the

Agreement – Saskatoon Forestry Farm Park and Zoo and Saskatoon Zoo Society

Zoo Society to generate further revenue to support its programs and other initiatives within the Zoo.

D. Operation of Kinsmen Express Train

The provision of services, to operate the Kinsmen Express Train interpretive tour at the Zoo, is based on hours of service directed and reviewed by the Zoo Manager. In total, for providing this service, the Zoo Society shall invoice the City for \$14,700 in March each year of the agreement.

Options to the Recommendation

City Council could choose to not approve the agreement. This would mean the City would need to investigate other options to provide these services for the Zoo. The caution is that the Zoo Society performs work that enables the City to meet the accreditation standards required under the terms and standards of Canada's Accredited Zoos and Aquariums to offer wildlife education programs for species in the collection at appropriate levels based upon budget and/or staff size.

Public and/or Stakeholder Involvement

This proposed agreement was developed in discussion with the Zoo Society.

Communication Plan

There is no communication plan required. There have been discussions with the Zoo Society in contemplation of this report, and it is in agreement with respect to the proposed terms.

Financial Implications

For the Zoo Society, the City will provide access to facilities and support on an in-kind basis for storage, office space, teaching/class room space at the Affinity Learning Centre, access to internet service, and basic office supplies.

For the Buckeye Cafe, the City will provide the concession space and affixed concession equipment for the Zoo Society to operate the food and beverage service for the Saskatoon Forestry Farm Park and Zoo. The City will also cover the utility costs associated with this space and equipment.

The amounts noted within the terms of the agreement have been included within the 2019 Business Plan and Budget.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Follow-up is not required at this time.

Agreement – Saskatoon Forestry Farm Park and Zoo and Saskatoon Zoo Society

Public Notice

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

Report Approval

Written by: Tim Sinclair-Smith, Manager, Saskatoon Forestry Farm Park and Zoo

Reviewed and

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

SP/2019/RCD/PDCS – SFFPZ and Saskatoon Zoo Society/lc/df



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Saskatoon SPCA – Building Renovation and Expansion Project

Recommendation of the Committee

1. That the request by the Saskatoon SPCA to renovate and expand the existing pound services building be approved, subject to Administrative conditions outlined in the report of the Acting General Manager, Community Services Department dated March 11, 2019;
2. That the Saskatoon SPCA be designated as the pound service provider for an additional five years, effective January 1, 2019;
3. That the lease and pound services agreements be renewed for five years and provide for an additional four, five-year renewals, subject to the terms and conditions set out in the report of the Acting General Manager, Community Services Department dated March 11, 2019, and that these agreements be combined; and
4. That the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk be authorized to execute the appropriate agreements under the Corporate Seal.

History

At the March 11, 2019 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the A/General Manager, Community Services Department, dated March 11, 2019, was considered. Your Committee received a presentation from Patricia Cameron, Executive Director, Saskatoon SPCA, regarding the proposed expansion project.

Attachment

March 11, 2019 report of the A/General Manager, Community Services Department

Saskatoon SPCA – Building Renovation and Expansion Project

Recommendation

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

1. That the request by the Saskatoon SPCA to renovate and expand the existing pound services building be approved, subject to Administrative conditions outlined in this report;
2. That the Saskatoon SPCA be designated as the pound service provider for an additional five years, effective January 1, 2019;
3. That the lease and pound services agreements be renewed for five years and provide for an additional four, five-year renewals, subject to the terms and conditions set out in this report, and that these agreements be combined; and
4. That the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk be authorized to execute the appropriate agreements under the Corporate Seal.

Topic and Purpose

This report summarizes the request by the Saskatoon SPCA to renovate and expand the existing pound services building and enter into a long-term lease agreement with the City of Saskatoon.

Report Highlights

1. The Saskatoon SPCA (SPCA) is seeking approval to renovate the existing pound services building located at 5028 Clarence Avenue South.
2. The SPCA is requesting to enter into a long-term lease agreement (Lease) renewal with the City of Saskatoon (City).

Strategic Goal

This report supports the City's Strategic Goal of Quality of Life supporting community building through direct investment, community development expertise, and support to volunteers within community-based organizations; and by building capacity within the community to address a broad range of issues and build consensus around collaborative responses.

Background

In 2015, the City took ownership of the pound services building and the land from the SPCA, which are located in the Rural Municipality of Corman Park (Corman Park). The City made significant capital improvements at that time and the building continued to serve as the pound and the headquarters for the SPCA. The City then leased the pound services building back to the SPCA and in return, the SPCA continued to provide pound services for the City and continued to be a resource for animal protection services.

The City has a lease with the SPCA in which the term is tied to the provision of pound services, performance of animal protection services, and permits the SPCA to conduct its own programs. The current five-year lease expired on December 31, 2018. The SPCA pays rent of \$1,000 for each year of the term and is responsible for operations, custodial services, utilities, and taxes.

The SPCA provides a safe shelter and has been finding homes for companion animals in Saskatoon since 1968. The SPCA's mission is to promote quality of life for companion animals through responsible stewardship, successful adoptions, education, and enforcement of *The Animal Protection Act*.

Report

The City and the SPCA have had a long-standing relationship to ensure pound services are available to the citizens of Saskatoon. The SPCA is an organization that is best able to provide pound services and has a strong board and executive leadership to achieve its mission. The SPCA is also best suited to provide important animal services such as pet adoption, animal shelter, education programs, and protection services for cases of neglect.

SPCA Pound Services Building Renovation and Expansion

To support existing pound services and accommodate future programming needs, the SPCA is planning a renovation and expansion of the existing building to create a clinic space (see Attachment 1). The new clinic space would allow the SPCA to handle spaying, neutering, and other operational procedures for domestic animals. The addition of a new clinic will create:

- a separate entrance with a reception area for animal drop-off;
- a new dental/x-ray room;
- a new preparation and surgery area;
- separate cat and dog recovery areas; and
- new laundry and storage areas.

The SPCA is requesting the opportunity to invest an estimated \$659,000 to renovate and expand the existing pound services building.

When completed, the new clinic at the SPCA will have the capability to provide high volume spay and neuter services to support their programs. The SPCA is also proposing that the surgical procedure component of the City's Subsidized Spay and Neuter Program be administered at their new clinic. The Administration is in support of the proposal, as the SPCA projects that they will be able to accommodate significantly higher number of procedures with the available funding than the current model. The Administration will continue to work with the SPCA on this initiative.

The Administration has reviewed and supports the request by the SPCA to renovate and expand the existing pound services building, in principle, subject to the SPCA meeting the following conditions:

- a) submitting a detail design to the Crime Prevention through Environmental Design (CPTED);
- b) submitting a final detail design to the City for approval; and
- c) securing all compliance reports and permits as part of the construction process.

If City Council agrees with this approach, the City and the SPCA would enter into a construction and design agreement prepared by the City Solicitor, which would see the SPCA assume responsibility for all aspects of the design, procurement, insurance and construction. The agreement would require the SPCA to utilize a best value approach and provide them the option to utilize a combination of purchases, donations, and in-kind donations for this project. The work completed would be in accordance with the site plan, a copy of which is attached to this report as Attachment 1.

SPCA Lease Agreement and Pound Services Renewal

The City is responsible for the control of animals in the City of Saskatoon and has established an animal control program. The City and the SPCA have entered into a Memorandum of Agreement (Pound Services Agreement) under which the SPCA plays a role in the City's animal control program. The City owns the land and the building in Corman Park and the SPCA leases the land and building for the purposes of providing animal control program services for the City, namely pound services.

Both the Lease and the Pound Services Agreement have the same term, and are linked obligations, each one expired at the end of 2018. The Pound Services Agreement contained a provision that provided for a five-year renewal.

Given the significant capital cost that the SPCA is undertaking, and the need for the City to continue to have and maintain a pound, each are seeking a longer term commitment on the Lease and the current five-year extension that is provided for in the current Pound Services Agreement.

As well, the Administration, after consulting with the Solicitor's Office, is recommending that the Lease for the land and building, and the Pound Services Agreement be combined into one agreement.

The Administration is recommending to renew the Lease and combine it with the Pound Services Agreement that would see the SPCA continue to operate the facility and provide pound services. Subject to City Council's approval, the key terms and conditions reflect the City's standard agreement, with the following:

1. The City grants to the SPCA a lease of the building and land for the operation of a pound, the performance of animal control program services as defined in the Agreement, and its own non-profit programs.
2. The term of the new Agreement would be five years beginning in 2019, with the option to renew for four additional five-year terms, subject to both parties' reaching an agreement on any amendments.
3. The agreed-upon licence fee, payable by the SPCA to the City, will be paid annually.
4. The SPCA will be responsible to pay the utilities and property taxes for the building and land.
5. Any renovations will be made at the SPCA's expense.
6. The SPCA agrees to keep the building and land in a reasonable state of repair at all times and will also be responsible for attending to day-to-day maintenance and repair of the grounds and parking lot.
7. The City will attend to any of the deficiencies in the building that are beyond day-to-day repair and utilize the City's comprehensive building maintenance reserve for this purpose.
8. The SPCA assumes all risks associated with the building and land and will purchase and maintain a public liability insurance policy in the amount that is agreed-upon by the City.
9. The SPCA will continue to provide the City with the necessary pound services and animal protection services as part of the Agreement, and the costs of these programs will be reviewed and adjusted annually.
10. The Agreement will provide for a standard termination right if there has been an uncured breach of the Agreement.

Options to the Recommendation

City Council could choose to not approve the SPCA's request to renovate and expand the pound services building and/or the proposed key terms of the Agreement and direct Administration to work with the SPCA to identify other potential options.

Financial Implications

The SPCA have submitted a preliminary project budget of \$659,000. The SPCA will be responsible for all capital costs with the renovation and expansion of the pound services building.

The City is responsible for the contributing to the Civic Buildings Comprehensive Maintenance Reserve (Reserve) and would require an increase to the Reserve contribution in 2020 by \$7,900 to cover the additional square footage of the renovation and expansion.

The current Building Maintenance Reserve contribution for the pound services building is \$27,600. The SPCA is estimating that the renovation and expansion will cost \$659,000 which would result in an increase to the Building Maintenance Reserve contribution in 2020 to \$35,500, an increase of \$7,900 from 2019. If approved, this increase to the Building Maintenance Reserve would be included in the 2020 budget.

Safety/Crime Prevention Through Environmental Design (CPTED)

The SPCA will be responsible for submitting a detailed design to the CPTED Committee. All recommendations from the CPTED Committee will be considered and addressed prior to the renovation and expansion of the pound services building.

Other Considerations/Implications

There are no public/stakeholder involvement, policy, environmental, or privacy implications or considerations. A communication plan is not required at this time.

Due Date for Follow-up and/or Project Completion

Subject to securing all the necessary building permits, the SPCA anticipates beginning construction in summer 2019.

Public Notice

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

Attachment

1. Saskatoon SPCA Site Plan

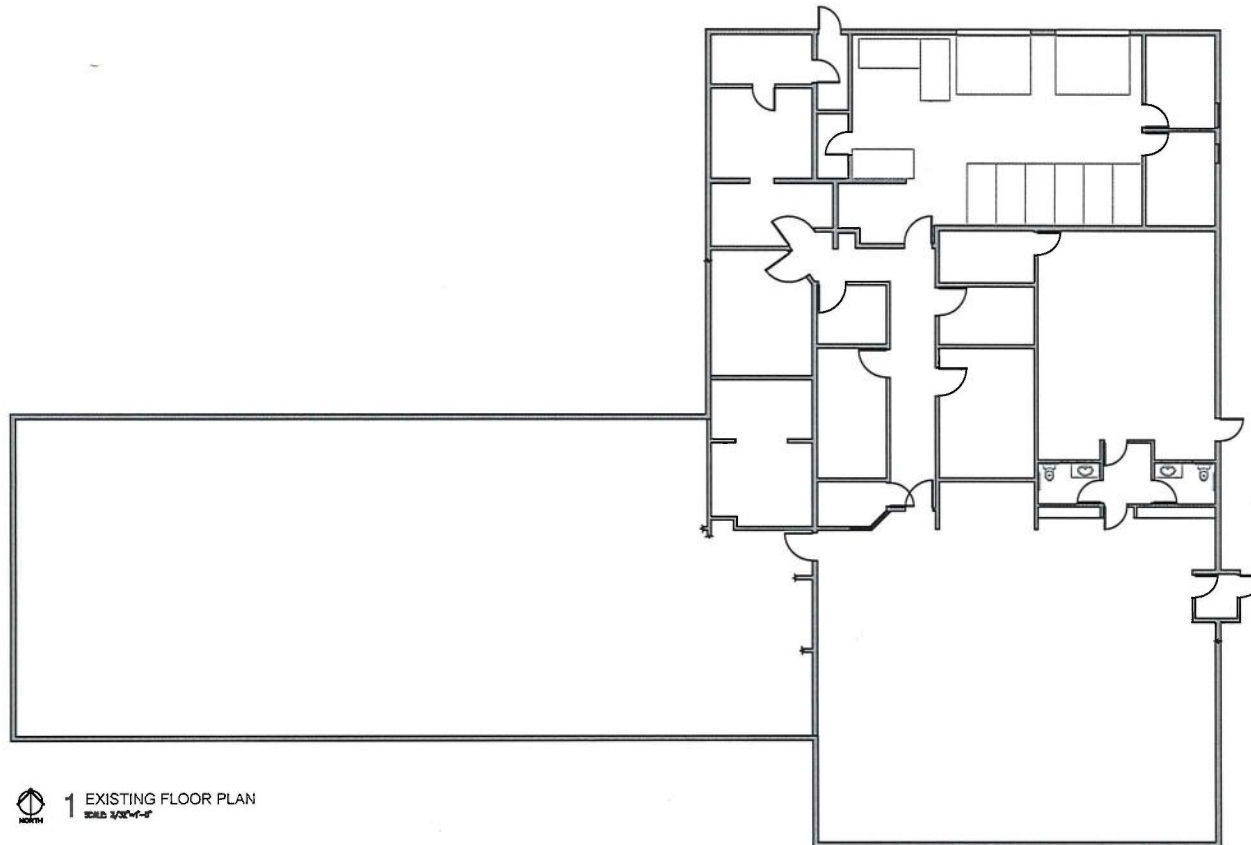
Report Approval

Written by: Brad Babyak, Recreation Services Manager, Recreation and Community Development

Reviewed by: Andrew Roberts, Acting Director of Recreation and Community Development

Approved by: Lynne Lacroix, Acting General Manager, Community Service Department

Saskatoon SPCA Site Plan



Revisions

A

B



1140 20th Street East, Saskatoon, SK S7N 0S4
Ph: (306) 953-1912 F: (306) 477-6426

drawing title
EXISTING FLOOR PLAN

project name

SPCA
502B Clarence Avenue South,
Crosswood, SK

project no.

date . Feb 20, 2019

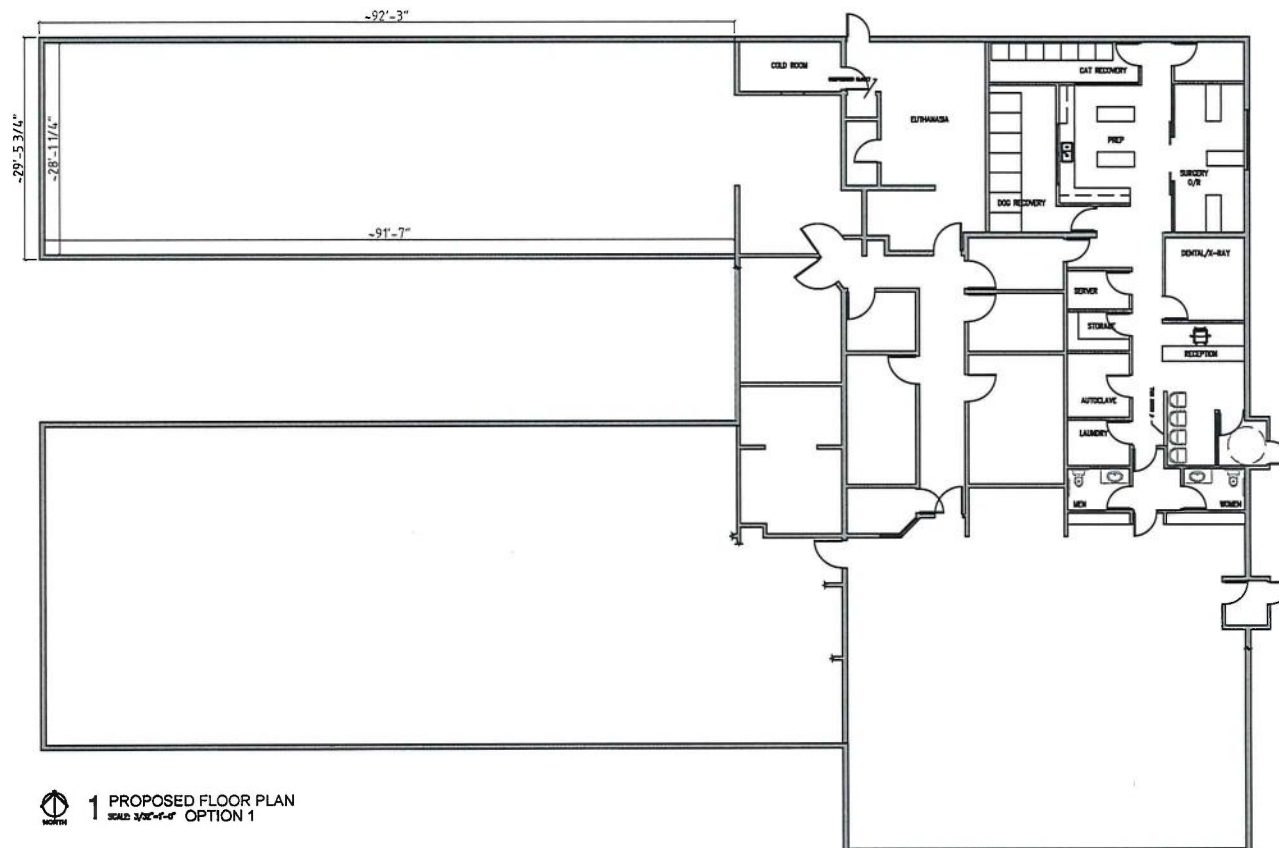
designed by .

drawn by .

scale . 1/16"=1'-0"

drawing no. . 6

1



Revisions

A
B



drawing title
PROPOSED FLOOR PLAN
OPTION 1

project name
SPCA
5028 Clarence Avenue South,
Grasswood, SK

project no. .

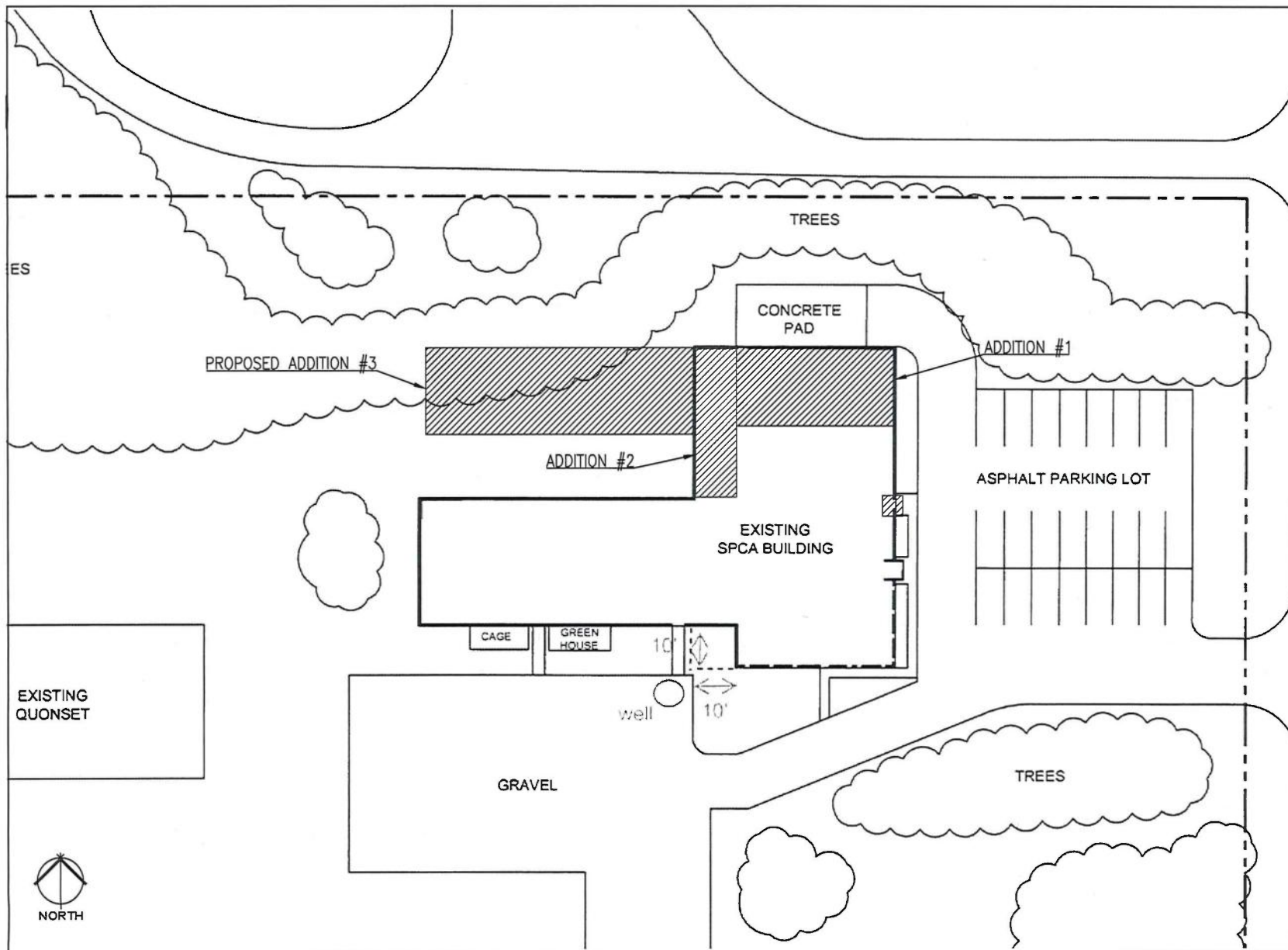
date . Feb 20, 2019

designed by .

drawn by .

scale . 1/16"=1'-0"

drawing no. . 6



Revisions

A
B



1140 8th Street East, Shakopee, MN 55084
Ph: (763) 853-1012 F: (763) 477-0435

drawing title

SITE PLAN

project name

SPCA

5028 Clarence Avenue South,
Grasswood, SK

project no.

date Feb 20, 2019

designed by

drawn by

scale 1/32"=1'-0"

drawing no. 6

5



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Development of the Swale – Northeast Swale Working Group Update

Recommendation of the Committee

That the information be received.

History

At the March 11, 2019 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the A/General Manager, Community Services Department, dated March 11, 2019, was considered. Your Committee received presentations from Candace Savage, Chair, Wild about Saskatoon and Louise Jones, Chair, Northeast Swale Watchers. Correspondence was also provided by Ms. Jones and Meghan Michelson.

The above-noted report is also being forwarded to the Standing Policy Committee on Transportation, Standing Policy Committee on Environment, Utilities and Corporate Services, Saskatoon Environmental Advisory Committee and Municipal Heritage Advisory Committee for information.

Your Committee is also requesting a follow-up report on what resources are required to ensure there is dedicated leadership from the City to convene interested parties to set up the best possible management of the swale moving forward.

Attachment

March 11, 2019 report of the A/General Manager, Community Services Department

March 9, 2019 Letter from Louise Jones, Chair, Northeast Swale Watchers

March 11, 2019 Letter from Meghan Mickelson

Development of the Swale – Northeast Swale Working Group Update

Recommendation

That the report of the Acting General Manager, Community Services Department, dated March 11, 2019, be forwarded to Standing Policy Committee on Transportation, Standing Policy Committee on Environment, Utilities and Corporate Services, Saskatoon Environmental Advisory Committee, Municipal Heritage Advisory Committee, and City Council for information.

Topic and Purpose

The purpose of this report is to provide an update on the progress the Northeast Swale Working Group has made towards addressing concerns raised regarding development around the Northeast Swale.

Report Highlights

1. The Northeast Swale Working Group (Swale Working Group) was established to assess, prioritize, and direct discussions regarding issues that have been raised relating to the Northeast Swale (Swale).
2. Nine issue-focused meetings were held to review and assess the various issues.
3. All issues raised have been reviewed by the group and have been addressed or have plans in place to address them.
4. The work of the group led to the coordination of a communication strategy regarding the Swale to coincide with the opening of Chief Mistawasis Bridge and associated roadways (North Commuter Parkway).

Strategic Goals

Existing and proposed measures to protect and enhance the Swale demonstrate the Strategic Goals of Environmental Leadership and Sustainable Growth.

Background

During its March 13, 2017 meeting, the Standing Policy Committee on Environment, Utilities and Corporate Services, in response to the Development of the Swale – Response to Northeast Swale Watchers' 12 Points, resolved in part:

- “3. That the Administration bring together stakeholders in regards to the Northeast Swale (Swale) to continue the discussion about protection of the Swale. Stakeholders should include, but are not limited to, the City of Saskatoon, University of Saskatchewan, Meewasin Valley Authority, Saskatoon Environmental Advisory Committee, Municipal Heritage Advisory Committee and the Swale Watchers. Stakeholders' composition does not need to come back

Development of the Swale – Northeast Swale Working Group Update

to Committee, but suggested starting points for initial discussion include integrated project management, long-term planning, financial implications, community engagement and communications.”

In addition, the Standing Policy Committee on Transportation recommended the following at its August 15, 2017 and September 11, 2017 meetings:

- “a) that the issue of the future of Lowe Road be referred to the Swale Stakeholder group and the Administration for report back; and
- b) that discussion about the speed limit on McOrmond Drive from Central Avenue to Wanuskewin Road be referred to the Northeast Swale stakeholder committee before the speed is determined.”

The following was also requested by City Council at its meeting on August 27, 2018:

- “8. That the Administration report to the Northeast Swale Watchers working group regarding what is being done for education and what types of signage is being considered including what opportunities for collaboration there will be with the Meewasin Valley Authority prior to the opening of the roadway with a follow-up report presented to the appropriate Standing Policy Committee.”

In response to Committee’s request to bring together stakeholders of the Swale and continue the discussion about protection of the Swale, Administration developed a framework for how this group would function. The group’s inaugural meeting took place Thursday, November 30, 2017, and the group confirmed the format and direction proposed by the Administration.

Report **Working Group**

Following the inaugural meeting of the Swale Working Group, Administration coordinated a process to facilitate discussion on each of the issues that Committee and Council requested be addressed. This involved extensive background research, engagement with relevant City of Saskatoon (City) staff, key stakeholders, and topic experts, as well as significant work to ensure the issues were summarized in a way that could allow for focused discussion at meetings that featured a diverse mix of people.

Throughout the process, over 300 hours of Long Range Planning staff time was used to coordinate this process and ensure the appropriate information and experts were available. In addition, significant staff time from technical experts from the Sustainability, Transportation, and Planning and Development divisions supported this initiative.

Issue-Focused Meetings

The process resulted in nine official meetings of the Swale Working Group. Issue specific meetings occurred to discuss six of these items, with others being addressed at general meetings. Overall, 34 individuals took part in the Swale Working Group meetings, representing City Administration, Meewasin, the University of Saskatchewan,

Development of the Swale – Northeast Swale Working Group Update

the Swale Watchers, and various other community groups. At these meetings, the issues falling under the following themes were discussed:

- a) Speed Limits and Traffic Calming;
- b) Wildlife Corridors and Crossings;
- c) Construction Management;
- d) Dark Sky Lighting;
- e) Stormwater Management;
- f) Lowe Road;
- g) Conservation of Biodiversity;
- h) Legal Protection of the Swale;
- i) Meewasin Funding;
- j) Swale Boundaries;
- k) Regional Connection; and
- l) Saskatoon Freeway.

Issues Addressed

The Swale Working Group discussions resulted in each of the issues raised being addressed either through an action item, the provision of information, or the identification of initiatives that are in the process of addressing the item. Attachment 1 provides a detailed summary of how each was, or is being addressed.

Highlights of the action items include:

1. Swale Boundaries
 - The coordination and review of a Request for Proposals for a Natural Area Screening for the University Heights Neighbourhood #3 (UH3) area (including the Small Swale). The Natural Areas Screening will provide a robust assessment of the existing flora and fauna in the UH3 area. The results will inform further discussions regarding the north boundaries of the Swale.
2. Dark Sky Lighting
 - An assessment of the street light fixtures installed in and around the Swale occurred, and resulted in adjustment to a number of the light fixtures, to ensure proper angles and compliance with Dark Sky Lighting standards.
3. Wildlife Corridors and Crossings
 - A collaborative project that includes representatives of the City, Meewasin, and the University of Saskatchewan was initiated to monitor animal movements in the Swale area. This is expected to be an ongoing project coordinated by Meewasin.
4. Speed Limits and Traffic Calming
 - A proposal of a speed limit of 60 km/h for the area northwest of Central Avenue on McOrmond Drive as part of Transportation's annual Traffic Bylaw Speed Limits Update Report.

Development of the Swale – Northeast Swale Working Group Update

- Direction regarding the design of signage needs for the section of McOrmond Drive that crosses the Swale. This signage has now been installed.
5. Lowe Road
- A proposal for a temporary closure of Lowe Road to limit shortcutting through the Swale from Fedoruk Road to McOrmond Drive.

For a number of the issues, the means of addressing the issue was through information sharing. A number of the issues raised had already been addressed by the City, or appeared to be based on a lack of awareness or communication of existing information or processes. Some issues were already in the process of being addressed through existing initiatives, among them being the Green Infrastructure Strategy. The Swale Working Group's process provided an opportunity to clarify details on each of the issues. Additionally, a new webpage was added to the City's website that included specific information on the Swale. The Meewasin website also now contains a more comprehensive page on the Swale. These pages are expected to be kept up to date, which will ensure the public has easier access to information on the Swale and the policies and initiatives that have an influence on it.

North Commuter Parkway Communication Strategy

Discussions that occurred as part of the Swale Working Group resulted in the coordination of a communications strategy regarding the importance of the Swale, and the work done by the City to conserve it, that coincided with the opening of the North Commuter Parkway and the Chief Mistawasis Bridge (see Attachment 2 for a summary of this initiative).

Public and/or Stakeholder Involvement

Representatives from Meewasin, the Swale Watchers, the University of Saskatchewan, and the City are included in the Swale Working Group, as an ad-hoc committee. Additional stakeholders and experts have been included as needed for issue specific discussions.

Communication Plan

In addition to information of the City's and Meewasin's websites, each representative in the Swale Working Group has been asked to report back to the group(s) they represent.

Financial Implications

Costs associated with this project were borne out of existing operating-funded staffing budgets.

Other Considerations/Implications

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

Development of the Swale – Northeast Swale Working Group Update

Due Date for Follow-up and/or Project Completion

The Swale Working Group will continue to exist on an as needed basis with information being shared or meetings occurring in 2019 regarding Swale Boundaries, Legal Protection, Stormwater Management, and Construction Management. Once these issues have been addressed, the intent is for the group to be dissolved.

Public Notice

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

Attachments

1. Northeast Swale Working Group Issue Actions Summary
2. North Commuter Parkway Opening - Communications Strategy Summary

Report Approval

Written by: Tyson McShane, Senior Planner, Long Range Planning

Reviewed by: Don Cook, Manager, Long Range Planning
Lesley Anderson, Director of Planning and Development

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

SP/2019/PL/PDCS – Northeast Swale Working Group Update/df

Northeast Swale Working Group Issue Actions Summary

This document summarizes each of the identified issues the Swale Working Group was tasked with addressing. Under each theme, issues have been identified. The report or correspondence that raised each issue is listed in brackets. Each falls under one of the following items:

- The Swale Watchers document “Twelve Main Points for City-Responsible Protection of the Swale” (Twelve Points);
- The Swale Watchers document “Protecting the City of Saskatoon’s (City) Northeast Swale: An ACTION UPDATE for City Council” (Twelve Points Update);
- Direction from the SPC on Transportation - September 11, 2017; and
- Direction from the SPC on Transportation - August 15, 2017.

Swale Boundaries

Identified Issue:

Include Petursson’s Ravine and Central Avenue Crossing within the Swale as indicated in the Meewasin Valley Authority (Meewasin) Northeast Swale Master Plan (Twelve Points – #1).

Action – Information Sharing

Petursson’s Ravine and the Central Avenue Crossing were identified as natural areas through the University Heights Sector Plan amendment, approved by City Council on October 7, 2013. These areas are identified as natural areas based on the boundaries laid out through the Northeast Swale Development Guidelines (which also identifies these lands as within the Swale boundary).

Next Steps for the Swale Working Group: No further action required.

Identified Issue:

Ensure that the University Heights Neighbourhood #3 (UH3) area is either not developed, or that the current design is scrapped and redeveloped as a model-sustainable community as suggested in Moriyama’s 100-Year Plan. The current plan does not support designated environmental reserve lands that should be in excess of the minimal 10% for parks, playing fields, etc., and does not allow for an efficient public transportation plan (Twelve Points – #10).

Action – Information Sharing

There is currently no design for UH3. Saskatoon Land, the lead developer of this area, is currently in the process of developing a design and an Area Concept Plan for the area but they do not anticipate having a plan to submit to the Administration for review until 2020 at the earliest. Furthermore, they will not have any designs that can be reviewed until the results of the Natural Area Screening that is set to begin in March 2019, are known.

Next Steps for the Swale Working Group: No further action required.

Identified Issue:

Enlarge the Area Defined as the City's Swale (Twelve Points Update).

Action – New Action Items

At a meeting on May 15, 2018, the Swale Working Group was provided the direction that further study of the area was required in order to assess if the Northeast Swale boundary was in the appropriate location.

Discussions between representatives of the Swale Working Group and Saskatoon Land on June 12, 2018, resulted in the following direction for the next steps:

1. When Saskatoon Land is ready to proceed with the required additional studies, the following process will be followed:
 - Saskatoon Land will provide their draft Request for Proposals to the City (via Long Range Planning) for review. The Sustainability Division and the Planning & Development Division will review the Request for Proposal (RFP) and coordinate with the relevant parties to ensure the consultant's report will contain any needed new information.
 - Prior to the completion of the study, Sustainability Division will review the draft report to ensure it contains the needed information and recommendations to allow the development to proceed.

On January 18, 2019, Saskatoon Land released an RFP for a Natural Area Screening for the area including the Small Swale, the Northeast Swale, and the UH3 area. Prior to its review the City's Sustainability Division and Long Range Planning Section conducted an in-depth review of the RFP to ensure it would provide the appropriate information required to inform further discussions on the Northeast Swale boundary. It is expected that preliminary results from the Natural Area Screening will be available in late 2019.

Next Steps for the Swale Working Group: Awaiting results of the UH3 Natural Area Screening. This is expected to be completed in late 2019. Once this information is available, the Swale Working Group will be provided a summary, and Administration will assess what the appropriate next steps are. This may include further meetings of the Swale Working Group as part of the process of confirming the Swale boundaries.

Dark Sky Lighting**Identified Issue:**

Impose Dark Sky policy lighting standards in neighbourhoods adjacent to the Swale through zoning bylaw changes that include neighbourhood roadways, residential and commercial properties, lit signage, and minimally-lit roadways through the Swale (Twelve Points – #3).

Identified Issue:

Expand Dark-Sky Lighting to Commercial and Residential Areas near the Swale (Twelve Points Update).

Action – Information Sharing

At a Swale Working Group meeting on September 4, 2018, the Administration provided confirmation that dark sky compliant lighting was installed the entire length of the North Commuter Parkway.

Action – Identification of Existing Initiatives

Discussion occurred regarding available tools to regulate lighting, with direction to assess these tools against dark sky principles. A number of initiatives are currently underway to address this direction including:

1. Zoning Bylaw Review – It is expected to take up to three years. It will include an assessment of options for regulations regarding dark sky compliant lighting.
2. Sign Regulations Review – It is expected to get underway in mid-2019. It will include a review of digital billboards and their compliance with dark sky principles.
3. Lighting Working Group - The City has initiated a community working group focused on discussing how to move forward with planning and policy regarding lighting.
4. Meewasin Lighting Policy – Meewasin has initiated a project to review options with regard to regulating lighting for areas within their jurisdiction, including the Northeast Swale area.

Action – New Action Items

Issues with the angle of the tilt of some light fixtures was discussed. In response to this, Gord Stushnoff of Saskatoon Light and Power (SL&P) and Rick Huziak (of the Swale Watchers) met on site at the Northeast Swale on September 10, 2018, to identify which light fixtures required adjustment. SL&P has fixed the tilt of each light fixture identified at the meeting.

Lighting on the Aspen Ridge lift station was identified as not dark sky compliant and as a significant source of light pollution in the area. The lighting was reviewed and City Administration has recommended that the lights be replaced with dark sky compliant lights. New lights have been ordered and are expected to be installed soon.

Next Steps for the Swale Working Group: *No further action required.*

Saskatoon Freeway

Identified Issue:

Insist that the Province relocate the Perimeter Highway to Clark's Crossing, to go around the Swale within the Greater Saskatoon area region (Twelve Points – #2).

Action – Identification of Existing Initiatives

This item was discussed and it was determined that there was no additional actions or discussions required from the Swale Working Group. The Ministry of Highways & Infrastructure is currently leading a functional planning study on this project and has assembled a series of technical working groups to aid in this work. The City is represented on these, as are the Swale Watchers. This study and the work of these

technical working groups is the appropriate place to address any concerns regarding the Saskatoon Freeway.

Next Steps for the Swale Working Group: No further action required.

Wildlife Corridors/Crossings

Identified Issue:

Eliminate bottlenecks for safe wildlife passage, modelling from Edmonton's Wildlife Passage Guidelines, and ensure there is an ecological network in place to enable the wildlife to move unimpeded from the river through the Swale and back (Twelve Points – #4).

Identified Issue:

Ensure that wildlife crossings over roads and small animal crossings under roads are designed and installed for all roadways. The success of these crossings should be monitored (Twelve Points – #5).

Identified Issue:

Provide for Safe Animal Crossing of the New Freeways at Central Avenue, Fedoruk Drive, and McOrmond Drive (Twelve Points Update).

Action – Information Sharing

At a Swale Working Group meeting on June 18, 2018, it was confirmed by Administration that wildlife-friendly design features were included as part of the North Commuter Parkway. It was also confirmed that the wildlife-friendly design features followed the recommendations included in the Northeast Swale Development Guidelines and the Meewasin's Northeast Swale Impact and Mitigation Assessment report, also known as 'the CanNorth report'.

Action – New Action Items

A collaboration between the City, Meewasin, and the University of Saskatchewan to monitor animal movements in the Northeast Swale area was instigated by the Swale Working Group discussion. This is expected to be an ongoing project coordinated by Meewasin.

Direction was gained on the design of signage needs for the section of the North Commuter Parkway that crosses the Northeast Swale. This signage has now been installed.

Next Steps for the Swale Working Group: No further action required.

Speed Limits/Traffic Calming

Identified Issue:

Ensure that traffic-calming measures, including an enforced 50 km/h speed limit, are implemented on all roads through the Swale (Twelve Points – #6).

Identified Issue:

That Recommendation 8 (That a speed limit of 70 km/h on McOrmond Drive from Central Avenue to Wanuskewin Road be established;) be amended to add "the Small Swale has been recognized to have similar ecological significance to the Northeast

Swale, as such the decision to determine the speed limit for the Small Swale be referred to the Northeast Swale stakeholder committee before the speed is determined.” (SPC on Transportation September 11, 2017).

Action – Information Sharing

The Transportation and Construction Department (Transportation) provided an overview of traffic calming measures that have been used and an explanation why other traffic calming ideas were not appropriate for the McOrmond Drive and Central Avenue through the Northeast Swale.

Action – New Action Items

Discussion occurred regarding speed limits for the North Commuter Parkway from the Northeast Swale through to Wanuskewin Road. The following direction was provided:

1. Transportation would propose a speed limit of 60km/h for the area northwest of Central Avenue on McOrmond Drive, as part of the annual Traffic Bylaw Speed Limits Update Report.
 - City Council did not approve this proposal. At the September 24, 2018 City Council meeting, Council approved a speed limit of 70km/h from Central Avenue to Wanuskewin Road for McOrmond Drive.

Next Steps for the Swale Working Group: No further action required.

Lowe Road

Identified Issue:

Identified Item: Protect the Core Area of the City’s Swale by closing Lowe Road (Twelve Points Update).

Identified Issue:

That the issue of the future of Lowe Road be referred to the Swale Stakeholder group and the Administration for reporting back (SPC on Transportation August 15, 2017).

Action – Information Sharing

A summary of the use of Lowe Road was provided at the June 18, 2018 Swale Working Group meeting.

1. Lowe Road is needed for the following reasons:
 - a secondary connection to the UH3 neighbourhood (once it is developed); and
 - fire access to the UH3 development area until a new fire station is built somewhere in UH3 or the surrounding area.

Action – New Action Items

The following action items were identified at the June 18, 2018 Swale Working Group meeting:

2. Transportation will request approval to close a portion of Lowe Road between the Northeast Swale and McOrmond Drive.
 - a report outlining this went to the August 13, 2018 SPC on Transportation; and

- a temporary closure for Lowe Road has been proposed and is currently under review. It is expected that a decision will be made whether to proceed with the closure in summer 2019.

Direction from the Swale Working Group was provided that further discussion regarding the future of Lowe Road should occur once further discussion regarding the Northeast Swale boundary has occurred.

Next Steps for the Swale Working Group: *No further action required at this time. There may need to be further discussions on Lowe Road by the Swale Working Group once the Swale boundaries have been confirmed by the UH3 Natural Area Screening. At this time, Administration will determine the next appropriate steps.*

Construction Management

Identified Issue:

1. Ensure that there is minimum damage to the Northeast Swale and Small Swale during road and neighbourhood construction.
2. Follow the City's Predevelopment Protocol and Meewasin's Construction Protocols (articulated under the revised Development Review process) in a proactive way that includes environmental monitors with stop work authority (Twelve Points – #7).

Action – Identification of Existing Initiatives

At the January 31, 2019 Swale Working Group meeting information was shared regarding Contractor Environmental Guidelines which are currently being developed by the City. The following is a summary of their current status:

- expected to be completed in 2019;
- will be piloted with Construction & Design staff and Parks staff;
- includes a requirement for an Environmental Management Plan, which requires information on waste management, spill prevention and reporting, fill management, and site clearing; and
- a training program for internal staff is being developed and will be launched with the roll out of the guidelines.

Next Steps for the Swale Working Group: *Once available, information on the Contractor Environmental Guidelines will be shared with the Swale Working Group. Beyond this, no further action is required.*

Meewasin Funding

Identified Issue:

Ensure that Meewasin has sufficient funding to finance the Meewasin Northeast Swale Master Plan and expand the Master Plan to include the Small Swale (Twelve Points – #8).

Action – Information Sharing

This was discussed at the January 31, 2019 Swale Working Group meeting and it was determined that there was no direct work that the Swale Working Group could do

regarding this issue. It was acknowledged that the City provides significant funding for Meewasin and has provided letters of support to Meewasin for funding applications they have completed.

Next Steps for the Swale Working Group: No further action required.

Legal Protection of the Swale

Identified Issue:

Enact long-term legal protection of the Northeast Swale and the Small Swale through a change to Bylaw No. 8770, Zoning Bylaw, through a special designation mandated by City Council (Twelve Points – #9).

Identified Issue:

Ensure Long-Term Protection of the City's Swale (Twelve Points Update).

Action – Information Sharing

An overview of the existing legal protections that are in place for the Northeast Swale was provided at the May 15, 2018 Swale Working Group meeting. This included:

- the information on the “layers” of protection that exist for the Swale that was summarized in the Administration's report to the SPC on EUCS from March 13, 2017, “Development of the Swale – Response to Northeast Swale Watchers' 12 Points”;
- the information regarding Municipal Heritage Designation that was presented in the Administration's report to the SPC on EUCS on January 4, 2017, “The Northeast Swale – Heritage Considerations”; and
- information on how the area is currently protected from immediate development through the City's development process was also shared. In order for development to occur, at minimum, the following steps would be required:
 - Sector Plan amendment for the University Heights Sector Plan;
 - UH3 Concept Plan approval, or an amendment to the Aspen Ridge Concept Plan; and
 - Subdivision of the Northeast Swale.

Action – Identification of Existing Initiatives

The Green Infrastructure Strategy was identified as a concurrent initiative that includes a review of legal options for the protection and conservation of natural areas. It is expected the findings of this project could be applied to the Northeast Swale.

Next Steps for the Swale Working Group: As legal protection for a parcel of land would require the parcel to be subdivided and have legal boundaries (which the Northeast Swale does not currently have), the direction from the Swale Working Group was provided that further discussion regarding legal protection should occur after the Northeast Swale boundary location is confirmed.

Stormwater Management

Identified Issue:

Ensure the stormwater handling systems do not allow contaminants to enter the adjacent wetlands. They are experimental, so careful monitoring will be needed, especially since regulations for the Pesticide Use Policy and the Wetlands Policy are not in place (Twelve Points – #11).

Identified Issue:

Manage Storm Water from Surrounding Neighbourhoods outside the Swale (Twelve Points Update).

Next Steps for the Swale Working Group: *A summary of Stormwater handling systems for the areas directly adjacent to the Swale is currently being drafted. This will be shared with the Swale Working Group. Once this has been done, the Administration, in consultation with the Swale Working Group, will determine if a meeting to discuss the findings and determine any further direction is required.*

Regional Connection

Identified Issue:

Ensure that environmental protection policies are coordinated and adopted with the P4G group through the Saskatoon North Regional Study for the entire Swale region (Twelve Points – #12).

Action – Identification of Existing Initiatives

A summary of the work currently underway regarding the coordination of policy between the City and our regional partners, was provided at the January 31, 2018 Swale Working Group meeting. This included updates regarding:

- P4G Regional Plan – Green Network Refinement Study
 - Natural Area Assessments are underway.
- Official Community Plan Redesign
 - Policy is being updated to ensure alignment between the OCP and the P4G.

These initiatives were discussed and it was determined that there was no additional actions or discussions required from the Swale Working Group.

Next Steps for the Swale Working Group: *No further action required.*

Conservation of Biodiversity

Identified Issue:

Establish Conservation of Biodiversity as a priority for the City (Twelve Points Update).

Action – Identification of Existing Initiatives

A summary of the work currently underway regarding the conservation of biodiversity by the City was provided at the January 31, 2018 Swale Working Group meeting. This included updates regarding:

- Green Infrastructure Strategy
 - Which has identified Ecological Integrity, which includes biodiversity, as a guiding principle.
- Official Community Plan Redesign
 - Proposed updates will included wording to reflect the Green Infrastructure Strategy Guidelines Principles and Policy No. C02-036, Environmental Policy, both of which address the conservation of biodiversity.

These initiatives were discussed and it was determined that there was no additional actions or discussions required from the Swale Working Group.

Next Steps for the Swale Working Group: *No further action required.*

North Commuter Parkway Opening – Communications Strategy Summary

At its meeting on August 27, 2018, City Council requested the following:

“8. That the Administration report to the Northeast Swale Watchers working group regarding what is being done for education and what types of signage is being considered including what opportunities for collaboration there will be with the Meewasin Valley Authority prior to the opening of the roadway with a follow-up report presented to the appropriate Standing Policy Committee.”

This document summarizes the communication initiatives that occurred ahead of the North Commuter Parkway opening to ensure there was appropriate awareness of the importance of the Northeast Swale (Swale), and of the work that has been done to ensure appropriate development in and around the Swale. These initiatives were discussed at the Northeast Swale Working Group (Swale Working Group) meeting on September 4, 2018. A summary of these initiatives was also provided to the Swale Watchers ahead of the North Commuter Parkway opening.

October 2 – NCP Bridge Opening Event

Media packages will include background on the Northeast Swale and the conservation considerations that were included in the design (see pages 3 to 5).

Social Media Posts

Starting October 2, 2018, six social media posts (one every other day) on City of Saskatoon (City) media sites (Twitter/Facebook) were made to educate the public on the opening of the North Commuter Parkway, the speed limits, and the conservation of the Northeast Swale.

City of Saskatoon Website

Additional Northeast Swale information was added to the North Commuter Parkway project page (www.saskatoon.ca/bridging), and a new Northeast Swale specific page was created (<http://saskatoon.ca/swale>).

Welcome to the Northeast Swale Signage

Four additional “Welcome to the Northeast Swale” signs were installed at major entrance points to the Swale - two along McOrmond Drive (one at each side of the Northeast Swale), one at the corner of Agra Road and Central Avenue, and one along Fedoruk Road, near the Southwest corner of Aspen Ridge.

Electronic Message Boards

Temporary variable electronic message boards were placed alongside McOrmond Drive near the entrances to the Northeast Swale displaying a message about wildlife and obeying the speed limit.

Roadway Speed Map

A map was created showing the changes in the speed limit along McOrmond Drive, Central Avenue, and the North Commuter Parkway (see page 5). It was included in media packages for North Commuter Parkway opening and is posted on the City of Saskatoon webpage.

Speed Enforcement

The Saskatoon Police Service (Police Service) was made aware of the opening date of the North Commuter Parkway and did do speed enforcement from the beginning of the North Commuter Parkway opening. The Transportation and Construction Department (Transportation) was monitoring traffic as well. If speed is identified as an issue, the Police Service and Transportation will work together to address it.

CONSTRUCTION THROUGH THE NORTHEAST SWALE



Before and during construction of the McOrmond Drive and Central Avenue extensions, many considerations were made in order to help conserve and protect the Northeast Swale (the Swale), as well as the wetlands, wildlife, and grasslands within it.

The following wildlife friendly design features have been built in and will be monitored for years to come.

- **Reduced speeds and narrowed roadways through the Swale**
 - There is a 50 km/h speed limit on the narrowed roadways through the Swale to help prevent wildlife collisions and to reduce impact adjacent habitat.
- **Installation of wildlife-friendly fencing**
 - Fencing has been installed along a portion of the west side of Central Avenue to reduce the amount of animal-human interactions.
 - This fencing allows for the movement of animals over and under the fence, with the use of smooth wire on the top and bottom and barbed-wire in the middle.
- **Development of natural contamination control**
 - Storm water from the roads flows through vegetated swales with rock check dams and into sedimentation basins before the water is discharged into the Swale.
- **Installation of Dark Sky Compliant Lighting**
 - Saskatoon Light and Power installed energy efficient Dark Sky Compliant Lighting to preserve the natural dark light cycles of the inhabitants of the area, while also not releasing any light above 90 degrees.
- **Signage**
 - “Wildlife Crossing” and “No Stopping” signage is in place for the safety of both drivers and wildlife.
- **Use of a Custom grass seed mix**
 - A custom grass seed mix is being used around the swales to help with weed management, invasive species prevention and erosion control.
- **Built-in animal and amphibian crossings under the roads**
 - Crossings are in place for the safe movement of small animals and amphibians. The entrances of these crossings are to simulate natural areas with the use of rocks and plants.

Resources

- **Northeast Swale Development Guidelines (2012)** were developed with various stakeholders, including the Meewasin Valley Authority (Meewasin), and are intended to ensure minimal impact to the Swale from adjacent development, roads and infrastructure.
- The **Northeast Swale Resource Management Plan (2013)** is a description of management techniques appropriate to a natural area, including prescribed burning and grazing to manage invasive species and to protect and enhance biodiversity.
- The **Meewasin Northeast Swale Master Plan (2015)** is a strategy to conserve biodiversity, accommodate educational programming, interpret cultural and natural history, and support passive recreation activities. The Master Plan refers to the portion of the Swale within Saskatoon city limits, which is approximately 5 kilometres long covering 300 hectares.

How You Can Help

Conserving the Swale cannot be done without our community. When in the Swale, please:

- Take photographs of this beautiful area;
- Enjoy watching for interesting wildlife;
- Bike on developed pathways or walk around the area; and
- Consider planting native species on your property and use dark sky lighting if you live in the area.

Please don't:

- Dump waste or garbage;
- Bring your dogs (no dogs in the Ecological Core);
- Use motorized vehicles; and
- Pick plants.

More Information

For more information on the Swale, please visit meewasin.com or contact the Meewasin at **306-665-6887**.





From: [Louise Jones](#)
To: [City Council](#)
Subject: Form submission from: Write a Letter to Council
Date: Saturday, March 09, 2019 9:03:48 AM

Submitted on Saturday, March 9, 2019 - 09:03
Submitted by anonymous user: 216.197.221.167
Submitted values are:

Date: Saturday, March 09, 2019
To: His Worship the Mayor and Members of City Council
First Name: Louise
Last Name: Jones
Email: [REDACTED]
Address: [REDACTED] 111th Street
City: Saskatoon
Province: Saskatchewan
Postal Code: [REDACTED]
Name of the organization or agency you are representing (if applicable): Northeast Swale Watchers
Subject: Northeast Swale Stakeholder Working Group
Meeting (if known): Planning and Community Development
Comments: As Chair of the Northeast Swale Watchers, I have participated in the development of the Stakeholder Group and in all the meetings. I have some comments to offer on the strengths and weaknesses of this model in dealing with the issues examined by the Group.
Attachments:

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/289954>

Presentation to Standing Committee on Planning, Development and Community Services,
March 11, 2019

Councillors, Mayor Clark, thank you for the opportunity to present to this committee.

I am here as the chair of the Swale Watchers. As you know, the Swale Watchers represents the views and expertise of Saskatoon's conservation community as it focuses on protecting the Northeast Swales.

The Stakeholder Working Group was created to address serious concerns raised by the Swale Watchers in a document called Twelve Points for City Responsible Management of the Swale. The issues we raised in this assessment and in a subsequent Project Update had not been fully addressed by the Northeast Swale Guidelines. The Working Group was convened to deal with these remaining "sticky issues" by providing a forum where people with differing perspectives could work together to find solutions to shared problems.

This is an excellent concept. I would like to thank Councillor Gersher for initiating this process. Thanks also to Tyson McShane for taking leadership in turning the concept into reality.

I feel I have to point out that the Stakeholder Group would not have been needed if the City had had an integrated plan with a Project Leader from the beginning. This would have ensured that the decisions concerning protecting the Swale were coordinated. Hopefully, the City has learned from the shortcomings resulting from the lack of an integrated management approach.

The role of the Stakeholder Group is to provide verifiable evidence to help Council make evidence-based decisions. While the decision-making model works, it is important for Council in making its decisions to take into account the amount of consultation that has gone into the recommendations. According to the report, Planning staff have invested some 300 hours into the Stakeholder process, and Swale watchers have matched them hour for hour, volunteering our time, our insights and expertise.

The Stakeholder Group has had a measure of success in dealing with some of the specific deficiencies identified in the Twelve Points. Those successes, some of them still pending, are outlined in Administration's Report. But even with the good work of the Stakeholders, there remain a number of outstanding issues that have not been adequately addressed. While the Swale Watchers remain committed to the on-going consultative work of the Stakeholder Group, there are some key decisions that Council must make. Chief among them is the long-term legal protection of the entire Swale within City limits, including immediately adjacent natural grasslands and the Small Swale. Various recommendations for means of long-term permanent protection have been suggested over the years, but development of the area continues.

One option is for Council to reconsider the boundaries of the proposed University Heights 3 subdivision and to donate the expanded Swale Conservation Zone to Meewasin to protect it as a land trust. We are hopeful that the Natural Area Screening process for UH3, and the forthcoming Natural Areas Guidelines and Green Strategy will provide Council with the information and policy framework needed to make sound, forward-looking decisions. As more and more people are coming to recognize the Swales are vibrant and amazing. We want to help you keep them alive.

Allowing the Province to build a Freeway through the Swale does not constitute protection. Swale Watchers remain committed to a different route for the proposed Saskatoon Freeway.

Louise Jones, Chair
Northeast Swale Watchers

I urge the Councillors to think to the future and prioritize natural areas in and around our city, especially those areas in and around the Northeast Swale. The Northeast Swale and Small Swale provide Saskatoon residents with a unique prairie experience that is disappearing in our province (and country) at a rapid rate. Native prairie is the world's most endangered habitat, and we need to stop building on them, through them, and leave appropriately sized buffers around them. The fragmentation of these habitats directly contributes to the loss of biodiversity in animals and plants.

I am especially concerned about the impacts of roads and suburban development in and around the swales. Roads change animal behaviour in ways we might not be able to understand just by collaring a deer. Animals interacting with, and react to, each other in many ways, especially when in danger. So while the local population of deer might be changing how they cross the road, that change in route selection and behaviour can—and does—directly affect another animal species.

It is very important to recognize that much of the initial documentation on the Saskatoon Freeway was done over a decade ago. The city is a very different place now (having expanded its boundaries further into the roadway corridor), and so too is the province. We need to recognize that many species habitats have changed, and many species populations have declined. We can not base decisions on old research.

Even though the Ministry of Highways and Infrastructure are charged with conducting the Saskatoon Freeway public sessions, the City is not hapless when it comes to the final location of the Freeway. While the Swale Watchers may be represented on a working group, we don't know much else about the process. Where is the balance of decision-making power? How are the working groups divided, and in what way do they influence final decisions? This roadway will impact a key piece of regional ecology, and the City has an immediate interest in the protection of its Green Infrastructure. Prior planning work on this project was completed without sufficient investigation by the Province; public understanding of and concern for the Swale has also increased since then. A formal environmental assessment will provide only a partial understanding of the true impacts of this Freeway. A regional, strategic environmental assessment would be preferable to continued piecemeal surveys, and is something that the P4G should be tasked with completing.

The City can and should push back against the province, rather than defer its responsibility to address environmental concerns to the Swale Watchers. Even if the City stands to benefit from the roadway, it can still influence where it goes. I am still very disappointed that the city built McOrmond road. It's time to take the environment seriously and radically halt suburban sprawl.

Meghan Mickelson



STANDING POLICY COMMITTEE ON FINANCE

Notice of Annual General Meeting - Saskatoon Centennial Auditorium and Convention Centre Corporation and Saskatoon Centennial Auditorium Foundation

Recommendation of the Committee

That the City of Saskatoon, being a member of both the Saskatoon Centennial Auditorium Convention Centre Corporation Board of Directors and the Saskatoon Centennial Auditorium Foundation Board of Directors appoint Mayor Charlie Clark, or in his absence, Councillor Bev Dubois or Councillor Zach Jeffries of the City of Saskatoon, in the Province of Saskatchewan, as its proxy to vote for it on its behalf at the Annual General Meetings of the members of the Saskatoon Centennial Auditorium Convention Centre Corporation and the Saskatoon Centennial Auditorium Foundation, to be held on the 25th day of April, 2019, or at any adjournment or adjournments thereof.

History

At the March 11, 2019 Standing Policy Committee on Finance meeting, a letter dated February 19, 2019 from Matt Petrow, Director of Finance, TCU Place Saskatoon's Arts & Convention Centre regarding the Notice of the Annual General Meetings of the Saskatoon Centennial Auditorium and Convention Centre Corporation and the Saskatoon Centennial Auditorium Foundation was considered.

Attachment

March 11, 2019 Letter from Matt Petrow, TCU Place Saskatoon's Arts & Convention Centre



SASKATOON'S
ARTS & CONVENTION
CENTRE

February 19, 2019

To: City Council

Re: Notice of Meeting

The Annual General Meeting of the Saskatoon Centennial Auditorium & Convention Centre Corporation Membership will be held on Thursday April 25, 2019 at 12:00 pm at TCU Place.

The Annual General Meeting of the Saskatoon Centennial Auditorium Foundation Membership will be held on Thursday April 25, 2019 at 12:15 pm at TCU Place.

Sincerely,

A handwritten signature in blue ink that reads 'Matt Petrow'.

Matt Petrow, MPAcc, CPA, CA
Director of Finance
TCU Place – Saskatoon's Arts & Convention Centre
mpetrow@tcuplace.com
(306) 975-7778



STANDING POLICY COMMITTEE ON FINANCE

North Central Transportation Planning Committee - 2019 Membership Fee

Recommendation of the Committee

That the annual membership fee for April 1, 2019 to March 31, 2020 for the North Central Transportation Planning Committee in the amount of \$600.00 be paid.

History

The Standing Policy Committee on Finance, at its meeting held on March 11, 2019, considered an invoice from the North Central Transportation Planning Committee for the City of Saskatoon's annual membership fee.

Attachment

Invoice dated March 1, 2019 from the North Central Transportation Planning Committee



**NORTH CENTRAL
TRANSPORTATION
PLANNING COMMITTEE**

BOX 972 • SHELLBROOK, SK • S0J 2E0 • PHONE (306) 747-3762 • FAX (306) 747-2103

RECEIVED

MAR 04 2019

CITY CLERK'S OFFICE
SASKATOON

INVOICE

<u>Customer</u>	<u>Particulars</u>
City Clerk's Office City of Saskatoon 222-3 rd Avenue North Saskatoon, SK S7K 0J6	Date: 01 March 2019 Payment Due: 31 March 2019

<i>Qty</i>	<i>Description</i>	<i>Unit Price</i>	<i>TOTAL</i>
	Membership Fee for April 1, 2019 to 31 March 2020 The Executive wish to thank you for your past support through your paid membership and also wish to thank you for your anticipated continued support in the 2019/2020 year.	Maximum of \$600.00	\$600.00
	TOTAL		\$600.00

All paid members will receive copies of the approved Executive Minute by e-mail (or posted mail if you indicate you are unable to receive e-mail or you are unable to open Word documents).

Please include with your remittance your updated e-mail address.

All non-paid members will receive a notice of the next Executive Meeting including the time, date and location if you are able to receive e-mail in Microsoft Word and we have your e-mail address on file.

*If you have any questions,
Please feel free to contact any of the Executive Officers.*

Chairperson: Richard Porter @ 306- 747-7694
1st Vice Chairperson: Louis McCaffrey @ 306- 397-2391
2nd Vice Chairperson: Henry Gareau @ 306 961-3007
Executive Administrator: Beth Herzog @ 306-747-3762
E-Mail: bethherzog@sasktel.net

~ Thank You ~



**NORTH CENTRAL
TRANSPORTATION
PLANNING COMMITTEE**

Box 972 • SHELLBROOK, SK • S0J 2E0 • PHONE (306) 747-3762 • FAX (306) 747-2103

RECEIVED

MAR 04 2019

CITY CLERK'S OFFICE
SASKATOON

~ INVITATION ~

**North Central Transportation Planning
Committee**

Invites you to attend its

Annual General Meeting

Supper will be served at 5:30 p.m.

Thursday, April 18, 2019 @ 7:00 p.m. CST

Senior's Hall

Main Street

Blaine Lake, Saskatchewan

**Please RSVP numbers attending for supper to bethherzog@sasktel.net
or call 747-3762 before April 12, 2019.**

Thank you

All members of the North Central Transportation Planning Area are welcome to attend.

Elections for Rural Division 2, 4, 6 and Urban 1, 3, 5 will be held and all municipalities in those divisions with paid memberships are welcome to nominate for those divisions up for re-election.

Vacant **Industry** and **First Nation** Seats on the Executive Committee are also up for election.

**Contact Person is Richard Porter @ 306-747-7694
rporkyporter@sasktel.net**



STANDING POLICY COMMITTEE ON FINANCE

Repaid Productivity Improvement Loans 2018

Recommendation of the Committee

That the information be received.

History

At the March 11, 2019 Standing Policy Committee on Finance meeting, a report of the Chief Financial Officer dated March 11, 2019 was considered.

Your Committee requested additional information regarding the impact of the central irrigation control monitoring implementation and communication regarding the efficiencies. The Administration is providing the further information requested, as follows:

“The loan was repaid one year sooner than required due to the amount of savings realized from the installation of the system.

The addition of central irrigation control has improved the efficiency of scheduling water requirements for over 275 irrigation systems in the field. Prior to the installation of the system, visits to each local system were required if schedule adjustments were made, resulting in a very inefficient resource intensive process, often resulting in unnecessary water being applied to City landscapes. Staffing resources that once provided these localized schedule adjustment functions have since been reallocated to better serve the preventative maintenance requirements (maintaining system delivery efficiencies) of an increasing amount of irrigation infrastructure.

The system is able to communicate with five weather stations spread throughout Saskatoon to more accurately identify landscape water requirements. This information is used to accurately identify and communicate system shutdowns, as well as periods of reduced application due to environmental conditions. The system provides for effective and efficient watering schedules, which lead to an approximate 2.5% decrease on average in the amount of potable water used to maintain parks. This is significant given that there was approximately 11% less rainfall (Vic Rempel weather station), and approximately 12 hectares of additional irrigated park areas that were added to maintenance inventories in 2018.



STANDING POLICY COMMITTEE ON FINANCE

The cost savings and benefits from the efficiencies and reduced water consumption in 2018 as a result of the project will be communicated in the 2018 Saskatoon Strides: Savings, Service & Sustainability Report.”

Attachment

March 11, 2019 report of the Chief Financial Officer

Repaid Productivity Improvement Loans 2018

Recommendation

That the report of the Chief Financial Officer dated March 11, 2019, be received as information.

Topic and Purpose

The purpose of this report is to provide the Standing Policy Committee on Finance with an update on Green Loans that have been repaid in 2018. This report includes an update on the achievement of expected benefits of the projects for which the loans were applied, as well as the intended use of the savings as a result of the expired loan payments.

Report Highlights

1. A Green Loan to install a new centralized irrigation management system to help the Water Treatment Plant support the City of Saskatoon's (City) Energy and Greenhouse Gas Management Plan was repaid in 2018.

Strategic Goals

This report supports the Strategic Goal of Asset and Financial Sustainability by ensuring the services the City provides are aligned with what citizens expect and are able to pay.

This report also supports the Strategic Goal of Continuous Improvement as Green Loans enable the City to provide the best possible services using innovative and creative means by removing financial barriers, allowing the City to go beyond conventional approaches to meet the changing needs of Saskatoon.

Background

Internal loans are sometimes provided to departments or civic boards that wish to purchase or construct assets which will result in productivity gains with expense savings or incremental revenues (or any combination) that will be the source of repayment for the loan principal and interest.

There are two types of these loans:

- Productivity Improvement Loans - Whereby capital expenditures are fully repaid by additional operating revenues and/or operating expenditure savings (with or without a service enhancement) within a period that does not exceed five years.
- Green Loans - Whereby the capital expenditures are fully repaid from utility expenditure savings within a period that does not exceed ten years.

In addition, there are other internal loans that do not qualify under these definitions, but if excess fund balances are available, an internal loan for other purposes may be

agreed to under certain circumstances. These types of loans are covered under Council Policy No. C03-027, Borrowing for Capital Projects, and are excluded from this report.

This report identifies the extent to which retired loan objectives were achieved, as well as the use of retired debt funds.

The anticipated additional revenue and/or cost savings from Green or Productivity Improvement Loans should result in a budget reduction equivalent to at least the annual amount of debt repayment once the loans have been paid off.

Report

In 2018, one Green Loan was repaid. The following information summarizes the actual outcome compared to the outcome intended, as well as an explanation of the use of funds no longer required for debt charges for the repaid loan.

- Loan Amount: \$1,400,000; Term: 4.96%, 10 years; Annual Repayment: \$180,954

This Green Loan was used to purchase an automatic irrigation management system for the City's Parks irrigation program. Due to a return of budgeted funding not required in 2013, the loan was paid off one year earlier than expected.

The automatic irrigation management system will afford staff the ability to control all systems from a central location. Staff will be able to respond to an emergency request from the Water Treatment Plant in order to preserve water stored in reservoirs as well as to respond quickly during a large fire event which can save lives, property and the environment.

The loan repayment amount that is no longer required in 2019 helped to offset the need for further property tax increases due to the water rate increases.

Due Date for Follow-up and/or Project Completion

A due date for the follow-up and/or project completion is not required.

Public Notice

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

Report Approval

Written by: Spencer Janzen, Investment Manager
Reviewed by: Kari Smith, Senior Financial Business Partner
Clae Hack, Director of Finance
Approved by: Kerry Tarasoff, Chief Financial Officer

PIL2018.docx



STANDING POLICY COMMITTEE ON FINANCE

Preliminary Year-End Financial Results – December 31, 2018

Recommendation of the Committee

1. That a transfer of \$970,600, equivalent to the 2018 fuel deficit, be transferred from the Fuel Stabilization Reserve to the 2018 year-end results in order to balance the budget;
2. That a reduction of \$488,500 in the budgeted contribution to the Snow & Ice Management Reserve be approved;
3. That the Snow & Ice surplus of \$788,389 not be transferred to the Snow & Ice Management Reserve;
4. That a reduction of \$800,000 to the budgeted contribution to the Civic Buildings Comprehensive Maintenance Reserve be approved;
5. That a reduction of \$352,810 to the Golf Course Capital Reserve be approved; and
6. That a \$760,466 withdrawal from the Fiscal Stabilization Reserve be applied to the 2018 year-end results in order to balance the budget.

History

At the March 11, 2019 Standing Policy Committee on Finance meeting, a report of the Chief Financial Officer dated March 11, 2019 was considered.

Attachment

March 11, 2019 report of the Chief Financial Officer

Preliminary Year-End Financial Results – December 31, 2018

Recommendation

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

1. That a transfer of \$970,600, equivalent to the 2018 fuel deficit, be transferred from the Fuel Stabilization Reserve to the 2018 year-end results in order to balance the budget;
2. That a reduction of \$488,500 in the budgeted contribution to the Snow & Ice Management Reserve be approved;
3. That the Snow & Ice surplus of \$788,389 not be transferred to the Snow & Ice Management Reserve;
4. That a reduction of \$800,000 to the budgeted contribution to the Civic Buildings Comprehensive Maintenance Reserve be approved;
5. That a reduction of \$352,810 to the Golf Course Capital Reserve be approved; and
6. That a \$760,466 withdrawal from the Fiscal Stabilization Reserve be applied to the 2018 year-end results in order to balance the budget.

Topic and Purpose

The purpose of this report is to inform City Council of the preliminary year-end financial results for the 2018 fiscal year. This report is also requesting City Council approval of the above recommendations which will result in an overall year-end deficit of \$3.02 million subject to the confirmation by the external audit.

Report Highlights

1. Preliminary civic year-end results indicate a deficit of \$3.02 million.
2. The City of Saskatoon's Boards all reported preliminary surpluses for 2018.
3. The actual to budgeted fuel expenditures for mill-rate programs resulted in a deficit of \$970,600. The Administration is recommending that the deficit be funded through a transfer from the Fuel Stabilization Reserve.
4. The Administration is recommending that \$800,000 in 2018 CBCM contributions be deferred due to the amount of unspent reserve funds.
5. Civic golf courses experienced a \$352,810 operating deficit in 2018 largely due to weather conditions. A reduction in the transfer to the Golf Course Capital Reserve of \$350,810 will balance the golf courses' budget.
6. Due to the relative health of the Snow & Ice Management Stabilization Reserve and overall corporate deficit, the Administration is recommending that an amount equal to \$1.28 million not be transferred to this reserve. The \$1.28 million consists of the year-end operating surplus of \$788,389 and the originally budgeted transfer of \$488,500.

Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability by demonstrating how the City of Saskatoon (City) invests in what matters, and demonstrates openness, accountability and transparency in the allocation of resources.

Background

Prior to the external audit of the City's year-end financial statements, the Administration tables a report to inform City Council and the public on the preliminary year-end financial results.

The external audit of the financial statements is expected to be completed in May 2019, at which time the finalized audited financial statements will be presented to City Council for approval in May/June 2019. At that time, the year-end financial results will be confirmed or adjusted based on the external audit.

Report

Civic Year-End Results – Summary

Attachment 1 is a detailed overview of the 2018 Preliminary Year-End Financial Results. Attachment 2 provides a summary of the financial results by Business Line for the year ended December 31, 2018.

The preliminary results indicated a deficit of \$3.02 million prior to recommended adjustments to reserve transfers as outlined in the recommendations of this report. This is a 0.62% variance from the overall budget of \$490.63 million. The deficit was largely due to over expenditures as revenues only experienced a 0.01% or \$475,000 negative variance while expenditures were overspent by 0.52% or \$2.54 million. While Attachment 1 provides a detailed overview of some of the pressure points in 2019, a summary is as follows:

- Waste Handling Services had a \$1.4 million deficit with \$328,000 related to shortfalls in revenues and approximately \$1.0 million related to over expenditures, which is consistent with base budget challenges that have been previously presented.
- Parking ticket revenue experienced a \$1.37 million deficit largely related to the effectiveness of the new parking system and online application.
- Saskatoon Transit ended 2018 with an approximate \$1.2 million deficit, despite an improvement in transit ridership and revenue. Over expenditures of nearly \$500,000 were largely related to higher fuel and diesel prices than originally estimated.
- Facilities Management had a \$1.4 million deficit mostly related to expenditures for the first full year of operation of the Remai Modern, implementation of a new call-out program, snow removal, corporate security and graffiti management.
- Leisure Centre admission revenues experienced a \$503,000 deficit due to lower admissions than originally budgeted.

These negative variances were offset largely by an additional \$2.0 million in provincial revenue as a result of the reinstatement of the SaskEnergy grant-in-lieu, and a \$750,000 surplus in Traffic Violation revenue from higher than anticipated volumes.

Civic utilities had the following surpluses and deficits:

• Saskatoon Light & Power	\$799,000 surplus
• Storm Water Management Utility	\$286,400 surplus
• Waste Water Utility	\$ 17,300 surplus
• Water Utility	\$1.41 million deficit
• Waste Services Utility	\$0

These surpluses and deficits have been transferred to, or funded by, the applicable stabilization reserve as stipulated in Council Policy No. C03-003, Reserve for Future Expenditures.

The City's Boards and the Saskatoon Police Service (SPS) all posted surpluses in 2018. SPS posted a surplus of \$158,800 which is incorporated within the civic year-end results. SaskTel Centre has a preliminary surplus of \$2.40 million, while TCU Place and Remai Modern reported a \$1.07 million and \$1,000 surplus respectively.

Fuel Stabilization Reserve

The Fuel Stabilization Reserve was established to accumulate funds for the purpose of offsetting any over expenditure in the City's tax-supported fuel budget attributable to variations in fuel pricing.

Fuel expenditures were \$970,600 over budget due to higher fuel prices than originally estimated. The Administration is recommending that a transfer from the Fuel Stabilization Reserve which has a current balance of \$1.325 million be made in order to offset this deficit. The remaining balance in the reserve would be \$354,400.

Civic Buildings Comprehensive Maintenance Reserve

The purpose of the CBCM Reserve is to finance the cost of repairs to those of the City's buildings and structures in respect of which monetary contributions are made to this Reserve. However, due to the over expenditure in Facilities Management, opportunities to offset this deficit are being recommended.

The CBCM Reserve receives approximately \$8.5 million in annual funding. The Administration is recommending that \$800,000 in 2018 CBCM Reserve contributions be used to offset the deficit due to amount of unspent reserve funds.

Golf Course Operating Result

Civic golf courses experienced a \$352,810 operating deficit largely due to weather conditions. The 2018 season opened 2½ weeks later than in the past, and September brought unseasonably cold and wet conditions which impacted anticipated volumes.

Civic golf courses are designed to be self-funded and not rely on the property tax for funding. While the golf courses have a stabilization reserve, it has been depleted in past years due to the renovations at Holiday Park and the impact on operating revenues. Therefore, in order to maintain civic golf courses as self-funded entities, the Administration is recommending that the capital contribution be adjusted by \$352,810 to offset the operating deficit. Including this adjustment, the Golf Course Capital Reserve had \$59,860 as at year end.

The civic golf courses' current operating structure and future capital plans are currently under review in order to mitigate the need for these types of adjustments in the future.

Snow & Ice Management Reserve

The operating results for this program indicate a \$788,389 surplus. In addition, the Snow & Ice Management Service Line budgets for \$488,500 in transfers to the Snow & Ice Management Reserve.

The Snow & Ice Management Reserve is used to stabilize this program in fiscal years where deficits occur. Due to the health of the reserve and overall corporate deficit, the Administration is recommending that the surplus of \$788,389 not be transferred to this reserve and that the budgeted contribution of \$488,500 not be transferred. The reserve would remain at its current balance of \$3.12 million.

Fiscal Stabilization Reserve

The Fiscal Stabilization Reserve was established to mitigate mill rate impacts from fluctuations in operating results from year to year and has a balance of \$5.02 million. In order to balance the operating results, a transfer of \$760,466 from this reserve is required, and is shown as follows:

Operating Deficit	\$3,019,566
Transfer from Fuel Stabilization Reserve	(\$ 970,600)
Reduction of CBCM Transfer	(\$ 800,000)
Reduction of Snow & Ice Transfer	(\$ 488,500)
Remaining Deficit	\$ 760,466

If approved, the Fiscal Stabilization Reserve would have a new balance of approximately \$4.26 million as at December 31, 2018.

Options to the Recommendation

- Fuel Stabilization Reserve:
City Council can choose not to transfer the \$970,600 from the Fuel Stabilization Reserve in order to cover off the civic fuel deficit. This would increase the requirement to be funded from the Fiscal Stabilization Reserve to \$1.74 million. This option was not recommended as the Fuel Stabilization Reserve was created specifically for this use and higher than anticipated fuel costs.

- **CBCM Reserve:**
City Council can choose to allocate the recommended \$800,000 to the CBCM Reserve. This would maintain the reserve balance at \$541,000 and unspent capital funds at \$16.5 million, while requiring the fiscal stabilization contribution to increase to \$1.56 million. The Administration does not recommend this option as the CBCM Reserve currently has a healthy balance and a significant amount of unspent funding, while operating was a significant contributing factor to the corporate deficit.
- **Snow & Ice Management Reserve:**
Option 1: City Council can choose to transfer the Snow & Ice Surplus of \$788,389 to the Snow & Ice Management Stabilization Reserve. This would increase the Fiscal Stabilization Reserve funding requirement to approximately \$1.55 million. The Administration does not recommend this option as the Snow & Ice Management Stabilization Reserve is currently healthy at \$3.12 million and this transfer would place further pressure on the Fiscal Stabilization Reserve.

Option 2: City Council can choose to transfer the originally budgeted \$488,500 to the Snow & Ice Management Stabilization Reserve. This would increase the Snow & Ice Stabilization Reserve balance to \$3.61 million, while requiring an additional \$488,500 to be funded from the Fiscal Stabilization Reserve. The Administration does not recommend this option as the Snow & Ice Management Stabilization Reserve is currently at \$3.12 million and this transfer would place further pressure on the Fiscal Stabilization Reserve.
- **Golf Course Capital Reserve:**
City Council can choose not to reduce the Golf Course Capital Reserve contribution by \$350,810. This would create a deficit within the golf course program which would require funding from the mill rate fund to balance the golf course budget. The overall requirement from the Fiscal Stabilization Reserve would increase to \$1.11 million. The Administration does not recommend this option as the golf course program is designed to be self-funded with no contributions from the mill rate fund.

Communication Plan

A news release will be issued regarding the preliminary 2018 fiscal year-end financial results. The year-end financial results will also be communicated to the public with a news release and annual report to be issued subsequent to the year-end audit.

Policy Implications

As per Council Policy No. C03-003, the Director of Finance shall have authority to effect a year-end transfer of unexpended snow removal funds to the Snow & Ice Management Stabilization Reserve. Not transferring the \$788,389 is recommended.

As per Council Policy No. C03-003, the funding source for the Snow & Ice Stabilization Reserve is an annual provision made in the City's Operating Budget. As the

Administration is recommending not transferring the originally approved amount of \$488,500, City Council approval is required.

Bylaw No. 6774, The Capital Reserve Bylaw, requires that the Golf Course Capital Reserve be funded by an annual provision as authorized in the City's Operating Budget. As the Administration recommends not transferring \$350,810 of this amount, City Council approval is required.

Bylaw No. 6774, The Capital Reserve Bylaw, requires that the CBCM Reserve be funded by an annual provision as authorized in the City's Operating Budget. As the Administration recommends not transferring \$800,000 of this amount, City Council approval is required.

Financial Implications

The financial implications are identified under the Options to the Recommendation section.

Other Considerations/Implications

There are no environmental, privacy, or CPTED considerations or implications, and neither public and/or stakeholder involvement is required.

Due Date for Follow-up and/or Project Completion

The external audit is currently underway and will be completed in May, after which time the Standing Policy Committee on Finance will review the preliminary financial statements and forward the approved Consolidated Financial Statements and other financial-related reports to City Council in May/June 2019.

Public Notice

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

Attachments

1. Summary of Preliminary Year-End Financial Results
2. Preliminary Financial Results by Business Line - Year Ended December 31, 2018

Report Approval

Written by: Clae Hack, Director of Finance
Approved by: Kerry Tarasoff, Chief Financial Officer

2018PrelimYEResults.docx

Summary of Preliminary Year-End Financial Results

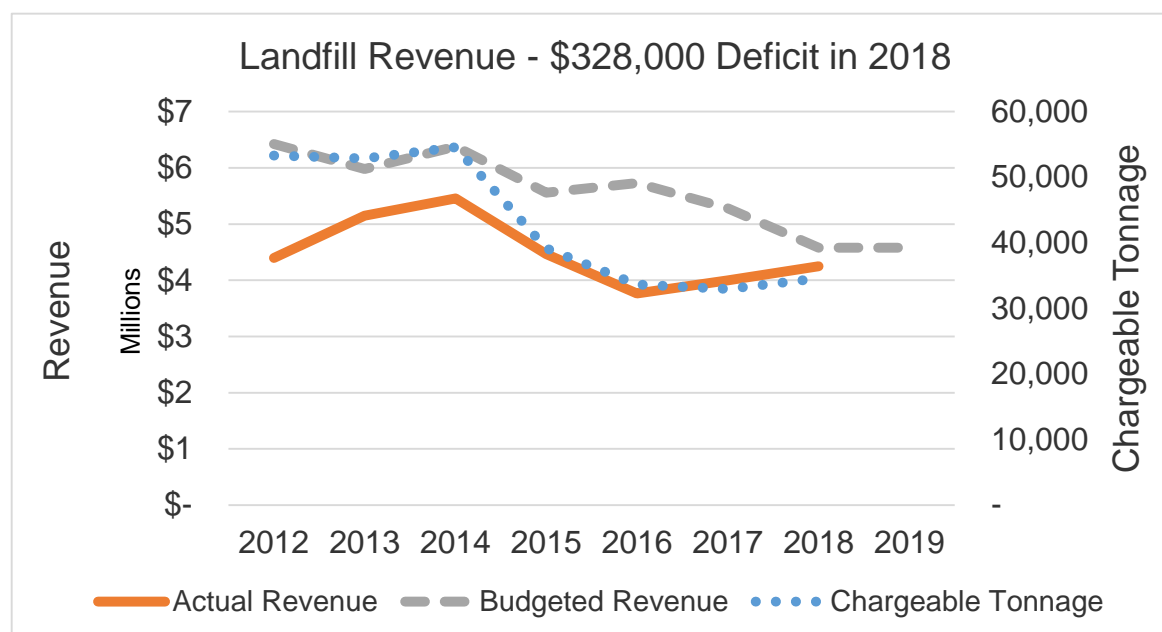
City of Saskatoon General Fund - 2018 Summary				
	2018 Budget	2018 Actuals	Variance	Percentage
Revenues	\$490,627,200	\$490,151,764	\$ 475,436	0.01%
Expenditures	\$490,627,200	\$493,171,330	\$2,544,130	0.52%
Surplus/(Deficit)	\$ -	\$ 3,019,566	\$3,019,566	0.62%

Mill Rate Year-End Results – Summary

The preliminary deficit prior to transfers to reserve for the City's mill rate operations in 2018 is \$3.02 million, which is equivalent to a 0.62% variance from budget. This deficit was largely due to shortfalls in various operating revenues. The following provides an overview of the largest operating challenges the City is currently facing, early projections for 2019 and strategies to correct them.

Waste Handling Services (\$1.4 Million Deficit)

Overall, Waste Handling Services experienced a \$1.4 million, or 17.1%, negative variance. The revenue shortfall within the Landfill continues to improve, with a \$328,000 deficit compared to a \$1.28 million deficit in 2017 due to adjustments to base budgets and increased tonnages. Cost pressures remain relatively unchanged year-over-year and experienced an approximate \$1.0 million deficit.

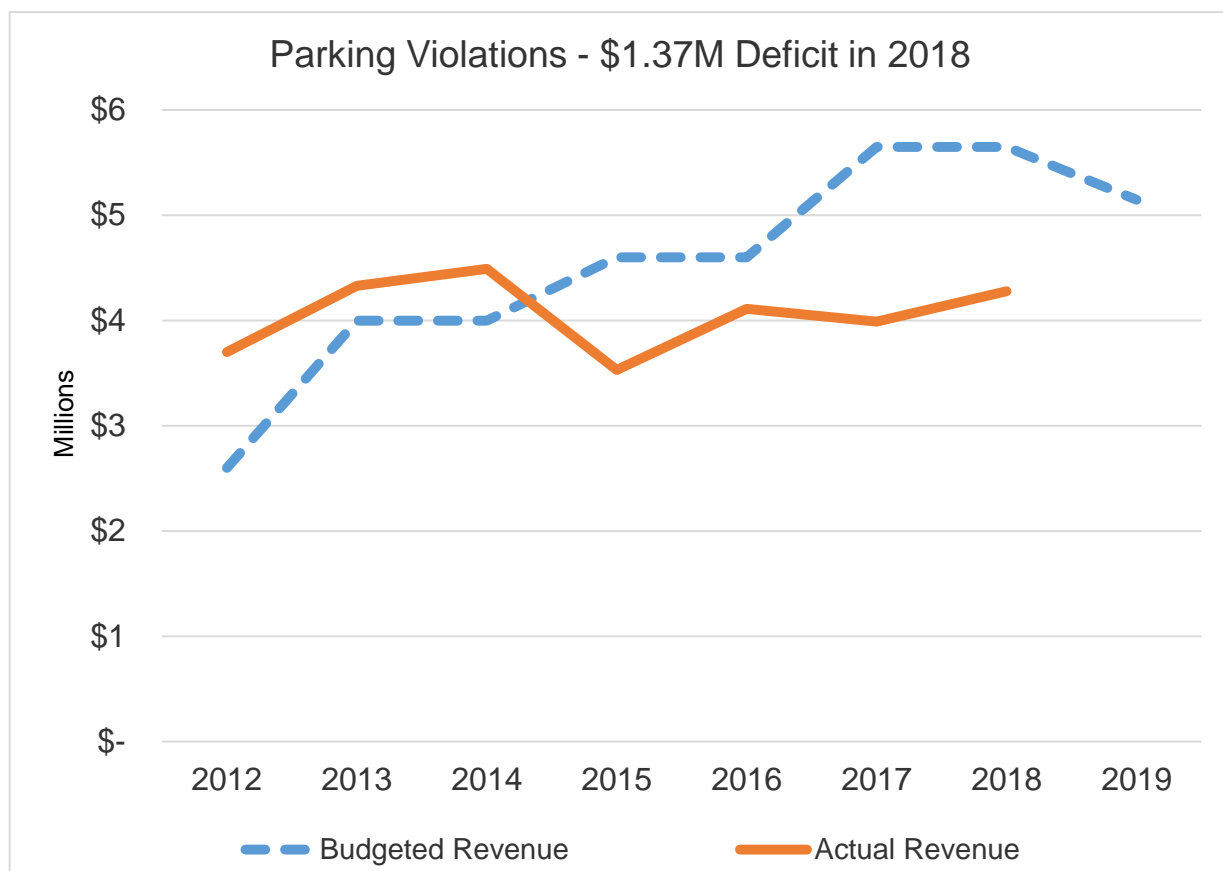


The over-expenditures in the Waste Handling Service Line are consistent with the ongoing Waste reports and base budget challenges that have been discussed at length with City Council over the past year. The biggest drivers behind the over expenditures in this area include ongoing subsidization to the Waste Utility Program, mainly the Compost Program (\$501,400 overspent) and Leaves and Grass (\$150,400 overspent).

Other expenditure pressures include additional staffing costs (\$254,800 overspent) for overtime, temporary resources to address operational and regulatory requirements, and equipment rentals and maintenance (\$184,700 overspent) due to higher maintenance costs than originally anticipated.

Parking Ticket Revenue (\$1.37 Million Deficit)

Revenue from parking tickets experienced a \$1.37 million, or 24.2% compared to a \$1.66 million deficit in 2017. This deficit is largely related to the effectiveness of the new parking system and the implementation of the parking app provided increased compliance.



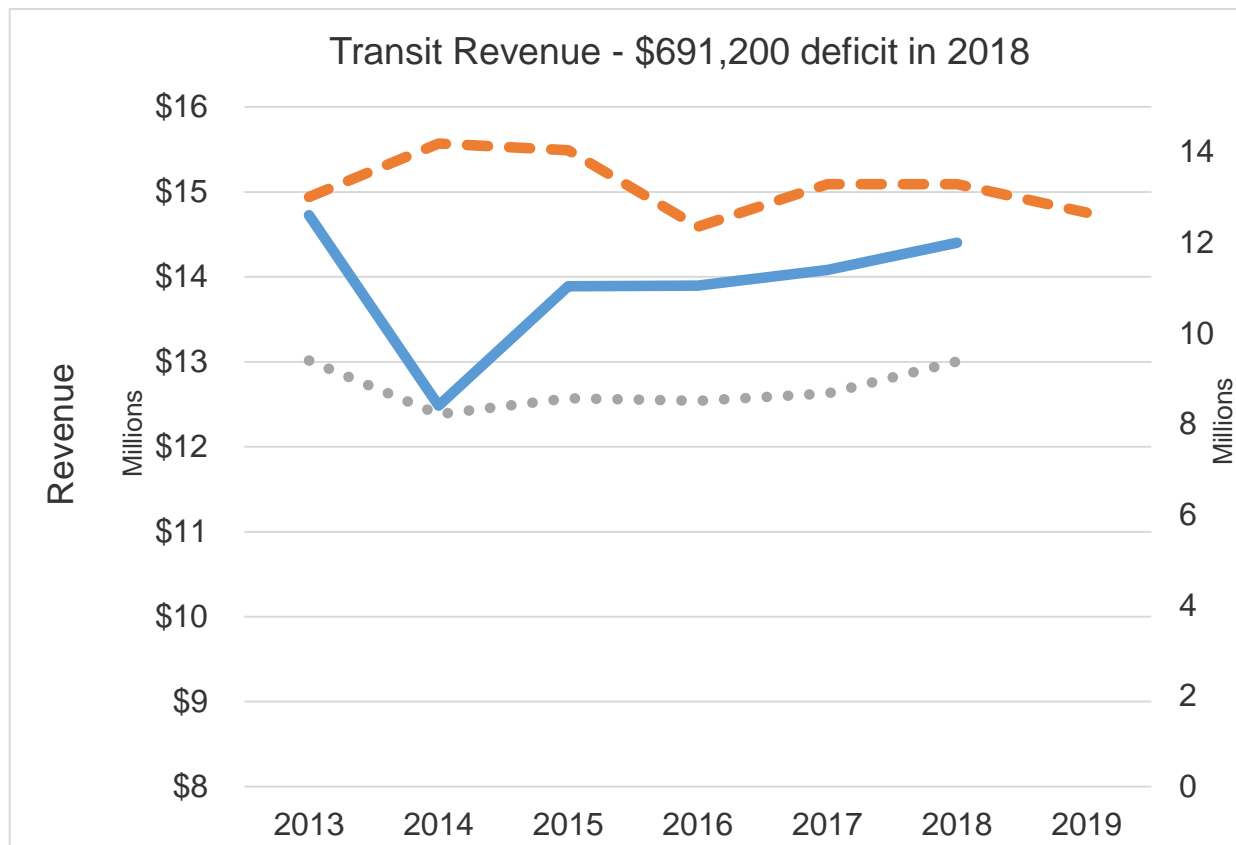
As a result of increased compliance, metered parking revenue experienced a surplus of \$450,000. However, this excess is dedicated to vendor payments for the installation of parking terminals until mid-2019.

A deficit in parking revenues is expected to occur again in 2019, however, should be significantly reduced as actuals continue to trend upwards, and the 2019 Business Plan and Budget provided for a \$500,000 downward adjustment to budgeted revenue. In

addition, capital payments for the parking terminals are expected to be complete in 2019 and there will be an opportunity to redirect this additional revenue to alleviate some of the pressure on the parking violation revenue budget.

Transit (\$1.2 Million Deficit)

Transit ridership and revenue have both increased from 2017, as ridership grew from 8.7 million to 9.4 million (electronic method) and \$14.4 million in revenue compared to \$14.1 million in 2017. However, as per below, this increase in revenue is still behind the budgeted revenue of \$15.1 million which created a Transit revenue deficit of \$691,200 in 2018.



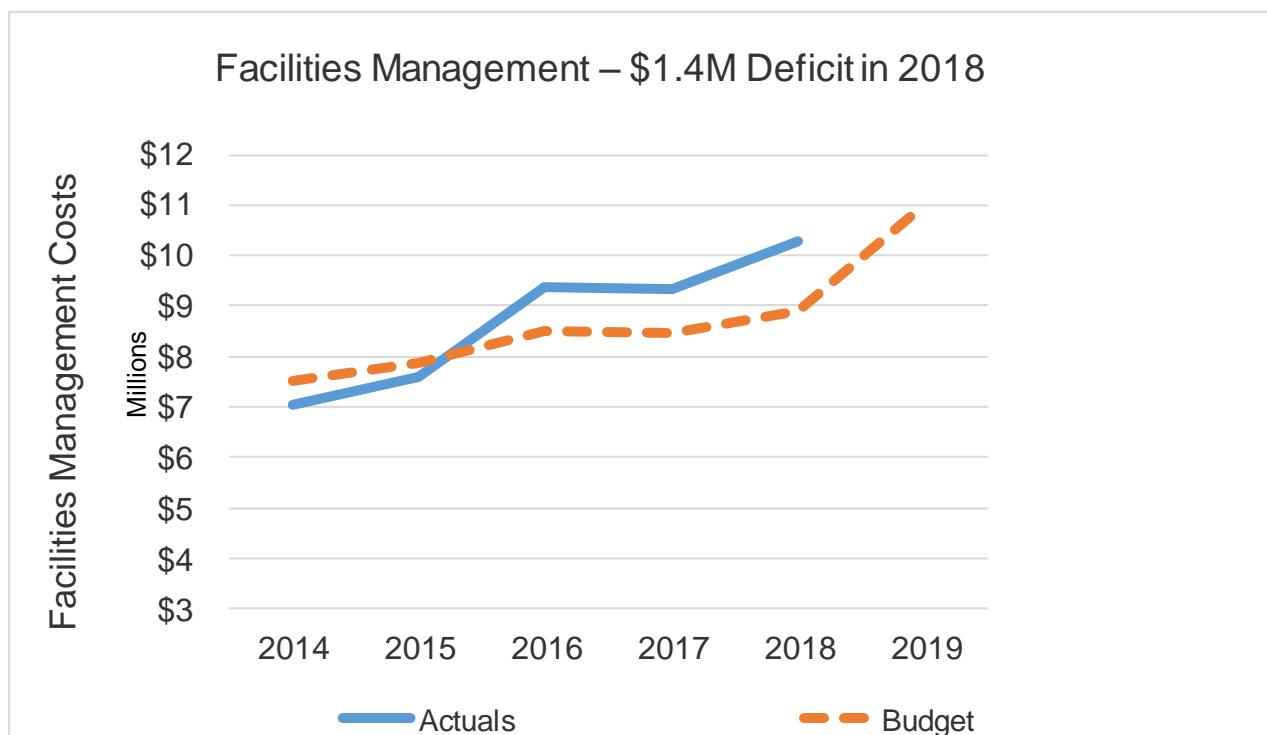
In addition, Transit experienced nearly a \$500,000 over expenditure in fuel largely due to higher diesel prices than originally projected. The over expenditure in fuel will be offset by a transfer from the Fuel Stabilization Reserve, as outlined later in this attachment.

With continued ridership growth and a \$334,500 base budget adjustment to Transit revenues in 2019, the Administration is confident that the Transit revenue deficit is well-positioned to be fully corrected in 2019 and 2020. On the expenditure side, fuel budgets have been adjusted upwards in 2019 due to anticipated higher prices, and depending on fuel price volatility in 2019 are positioned to reduce or eliminate the deficit experienced in 2019.

Facilities Management (\$1.4 Million Deficit)

Facilities Management has undergone some uncertainty over the past several years as the City opened new buildings with unique characteristics, such as the new Police Headquarters and Remai Modern. While the Police Headquarters requirements have been appropriately accounted for in the budget, the cost to maintain the Remai Modern was \$500,000 more than the allocated budget. A new call-out program was also implemented in 2019 in order to provide improvements to emergency situations by reducing response times. The program resulted in \$300,000 for higher staff costs than originally budgeted. This change is being reviewed to make the necessary adjustments to minimize costs.

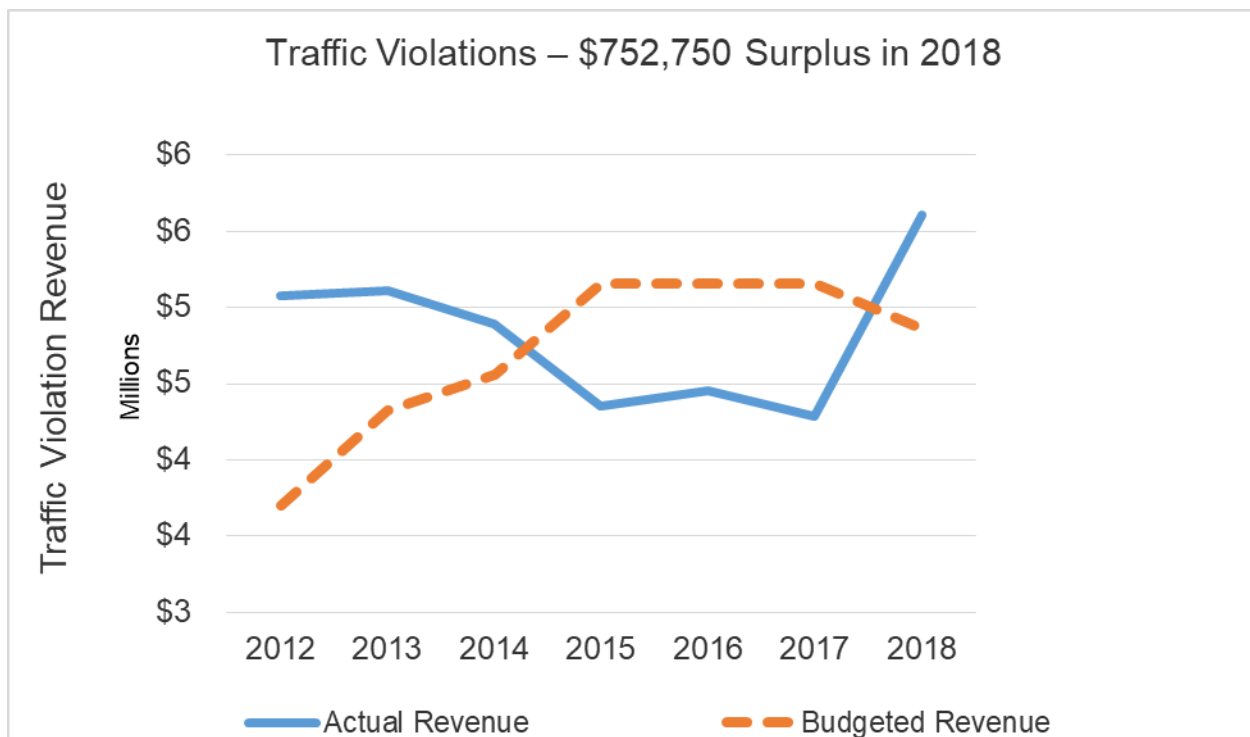
In addition, there were other smaller variances due to higher snow removal costs for civic buildings, corporate security and graffiti management. An overview of Facilities Management's historical trending is shown below:



Facilities Management is currently undergoing an internal review of all costs in order to align actual costs with budgets in future years. In addition, service level agreements are currently being developed for all areas to align facilities management and customer expectations with the approved budget.

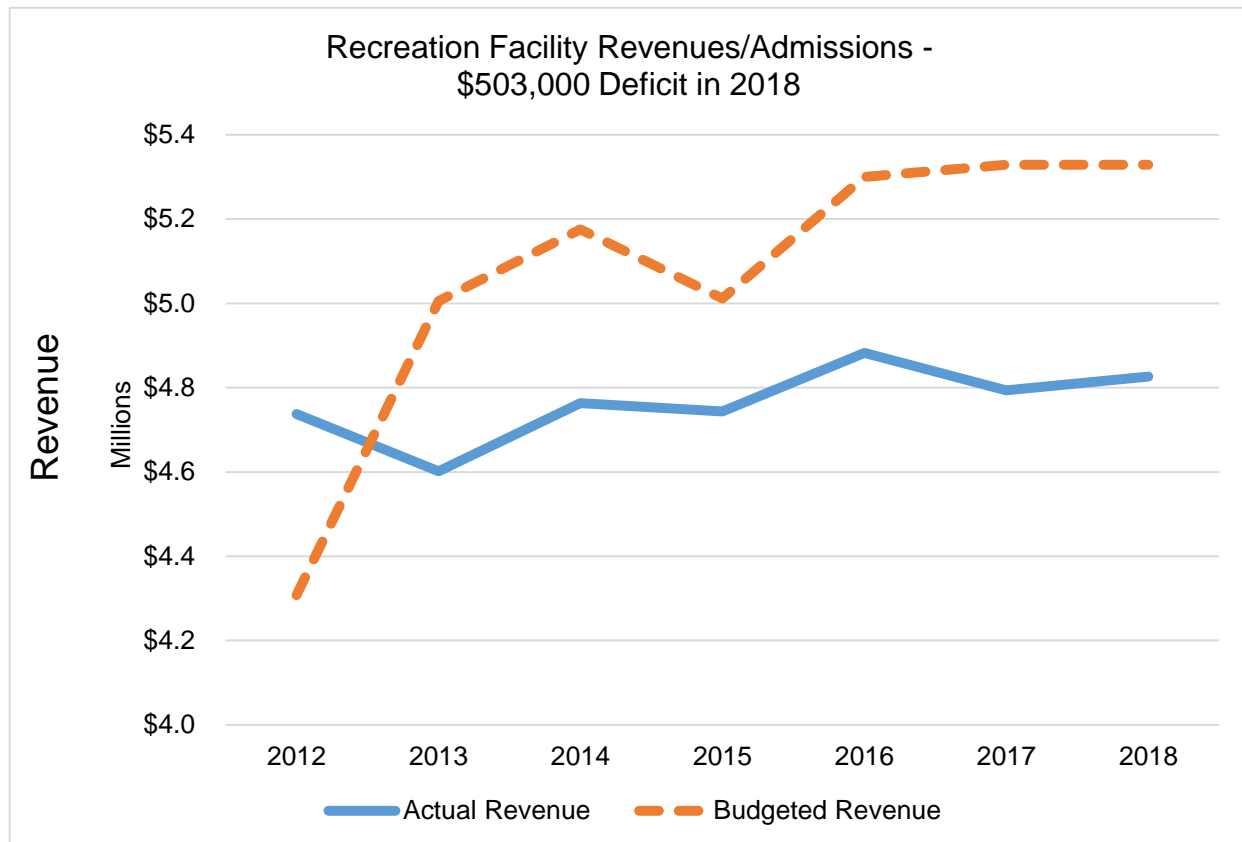
Traffic Violations (\$750,000 Surplus)

Traffic violation revenue was approximately \$750,000 higher than originally budgeted and \$1.3 million higher than 2017. This increase in traffic violation revenue was largely due to increases in the price of violations which were adjusted by the Province on May 1, 2018. Examples of increase which took effect on May 1, 2018 include a \$30 increase to the base price of every speeding ticket and doubling of the per-kilometer penalties.



Leisure Centre Admission Revenue (\$503,000 Deficit)

Leisure Centre facility revenue and admissions experienced a \$503,000 deficit as seen in the following graph.

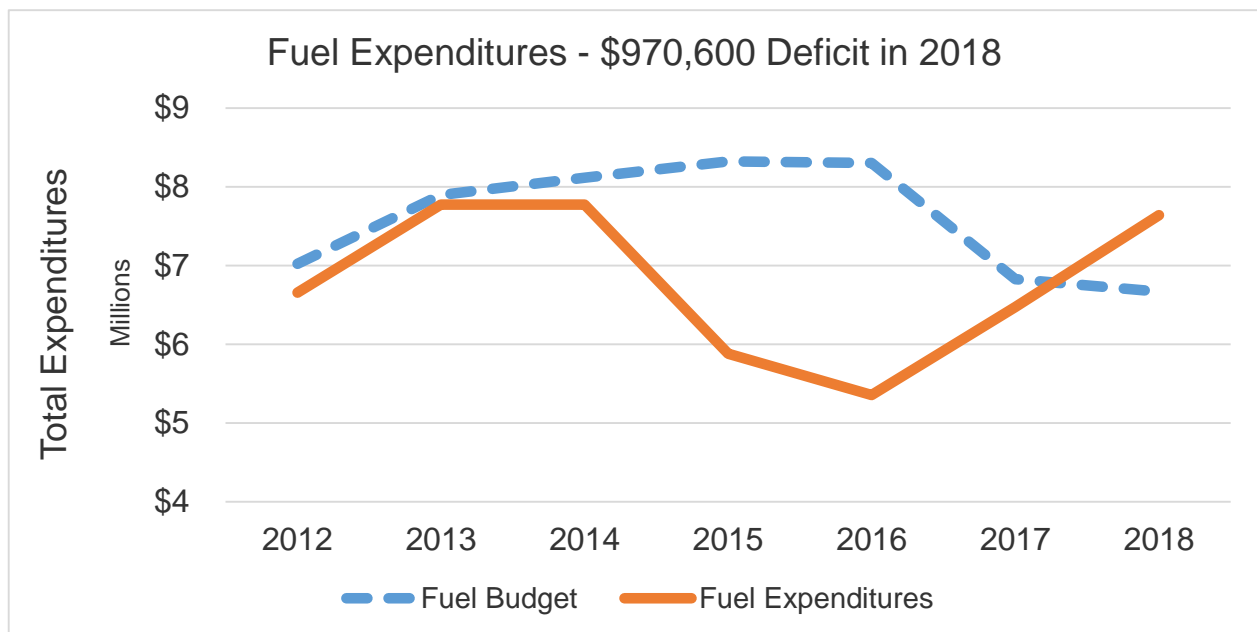


Although Leisure Centre admissions show a year-over-year increase, it has not been able to reach the currently budgeted target. With current initiatives and effort, the Administration is anticipating a continued decrease of this gap, however, it will be difficult to fully close the gap between budgets and actuals in a single year. Initiatives include an updated rate and fee report with corresponding recommendations which was presented and approved by City Council at its 2019 Business Plan and Budget Review, as well as potential adjustments to the current budget which will assist in aligning budgets with actuals over time.

Recommended Transfers

As a result of the \$3.1 million deficit, the Administration is recommending the following transfers to and from reserve to offset:

- Fuel expenditures were \$970,600 over budget in 2018 due to higher fuel prices than originally estimated for property tax funded programs, as seen in the following chart.



The Administration is recommending that a transfer from the Fuel Stabilization Reserve which has a current balance of \$1.325 million be made in order to offset the \$970,600. The remaining balance in the reserve would be \$354,400.

- A non-transfer of \$1,265,889 to the Snow & Ice Stabilization Reserve, comprised of the \$788,389 operating surplus as well as the originally budgeted \$488,500. The current balance in the Snow & Ice Stabilization Reserve is \$3.123 million as at December 31, 2018, and is sufficient for future requirements.

- Due to over expenditures in Facilities Management, opportunities to reduce the impact are being recommended. The Civic Buildings Comprehensive Maintenance (CBCM) Reserve receives approximately \$8.5 million in annual funding. The Administration is recommending that \$800,000 in unspent CBCM funding be used to offset the deficit.
- The remaining corporate deficit of \$760,466 is recommended to be transferred from the Fiscal Stabilization Reserve. Currently, the Fiscal Stabilization Reserve has a balance of \$5,017,561, and if approved would have a new balance of \$4,257,095 as at December 31, 2018.

Utility Year-End Results – Summary

- **Saskatoon Light & Power** recorded a year-end surplus result of \$799,000. This positive variance was the result of several offsetting factors, including net electricity sales having a negative variance of \$7.89 million which was offset by lower bulk power purchase requirements (\$5.64 million) and lower grants-in-lieu of taxes (\$1.08 million). These revenue changes were offset by operating expenditures savings of nearly \$1.4 million due to lower salary costs, transfers to reserve and equipment maintenance. This surplus will be transferred to the Electrical Revenue Stabilization Reserve which will increase the balance to approximately \$3.43 million.
- The **Storm Water Management Utility** posted a surplus of \$286,400. This surplus is largely due to higher revenue than originally budgeted because of updates to Equivalent Runoff Unit Assessments. This surplus will be transferred to the Storm Water Management Stabilization Reserve and bring the balance to \$2.06 million as at December 31, 2018.
- The **Water Utility** recorded a deficit of \$1.41 million mainly due to a \$1.64 million unfavourable variance in revenues from lower than expected volumetric revenues. Higher than anticipated expenditures related to the Water Services and Water Maintenance programs due to an above average number of watermain breaks and water service connections were offset by savings from deferred maintenance and decreased fixed asset purchases in other areas. This deficit will be funded by the Water and Wastewater Stabilization Reserve which has a December 31, 2018 balance of \$5.65 million, including this transfer.
- The **Waste Water Utility** posted a surplus of \$17,300. Unfavourable revenue of \$1.89 million mainly from lower growth in fixed and volumetric revenue sources were offset by a favourable expenditure variance. Expenditures were lower than budget due to a variety of reasons such as lower customer billing and bylaw charges, as well as lower lift station and capital work charges. This surplus will be transferred to the Water and Wastewater Stabilization Reserve which has a December 31, 2018 balance of \$5.65 million, including this transfer.

Boards and Commissions Year-End Results – Summary

- **Saskatoon Police Service** had a \$158,800, or 0.18%, positive variance as compared to budget. There were no significant items that resulted in this positive variance and related to general revenues that exceeded budget.

- **TCU Place** is reporting a preliminary surplus of \$1.07 million which will be transferred to its Equipment Replacement Reserve, Capital Expansion Reserve and Stabilization Reserve respectively.
- **SaskTel Centre** has posted a preliminary surplus of \$2.4 million which will be transferred to its Stabilization Reserve and the Capital Enhancement Reserve.
- The preliminary result for the **Rimai Modern** indicates a surplus of approximately \$1,000 which will be transferred to the stabilization reserve.

**Preliminary Financial Results by Business Line
Year Ended December 31, 2018**

2018 Preliminary Year End Results (in 000's)			
Mill Rate Programs	2018 Total Budget	2018 Year-End Actuals	2018 Variance Budget vs. Actuals
Community Support	15,283	15,213	(70)
Arts, Culture & Events Venues	7,727	7,657	(70)
Corporate Asset Management	9,895	11,154	1,258
Corporate Governance & Finance	57,300	58,743	1,444
Environmental Health	14,345	15,743	1,399
Fire & Protective Services	48,149	48,154	6
Land Development	-	-	-
Policing	89,464	89,305	(159)
Recreation & Culture	29,184	29,586	402
Taxation & General Revenues	(386,074)	(387,093)	(1,019)
Transportation	108,700	108,641	(59)
Urban Planning & Development	6,028	5,916	(112)
Mill Rate Operating Deficit Prior to Transfers	0	3,020	3,020
Transfer from Fuel Stabilization Reserve		(971)	(971)
Reduction to Snow & Ice Stabilization Reserve		(489)	(489)
Reduction to CBCM Contribution		(800)	(800)
TOTAL MILL RATE OPERATING DEFICIT		760	760

Utility Programs	2018 Total Budget	2018 Year-End Actuals	2018 Variance Budget vs. Actuals
Saskatoon Light & Power	-	(799)	(799)
Saskatoon Storm Water Utility	-	(286)	(286)
Saskatoon Waste Water Utility	-	(17)	(17)
Saskatoon Water Utility	-	1,413	1,413
Saskatoon Waste Services Utility	-	-	-
Utility Rate Deficit Prior to Transfers	-	310	310
Transfer to Applicable Utility Reserve		(310)	(310)
TOTAL UTILITY DEFICIT		-	-



STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Absence Management and Disability Assistance Services Update

Recommendation of the Committee

That the report of the Chief Human Resources Officer dated March 4, 2019, be received as information.

History

At the March 4, 2019 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the, Chief Human Resources Officer, Human Resources dated March 4, 2019 was considered.

Your Committee also received a presentation from Jim Yakubowski, President/Business Agent, ATU 615 Saskatoon noting support for the report of the Chief Human Resources Officer, dated March 4, 2019.

Attachment

March 4, 2019 report of the Chief Human Resources Officer, Human Resources.

Absence Management and Disability Assistance Services Update

Recommendation

That the report of the Chief Human Resources Officer dated March 4, 2019, be received as information.

Topic and Purpose

This report is intended to provide information on the assessment of the Pilot Program including data regarding employee's experiences following the one-year extension.

Report Highlights

1. The City of Saskatoon made major revisions to the Attendance Support Program in the spring of 2016 and has since rolled out the updated program to all managers and supervisors. At that same time, a pilot study of the effectiveness of outsourced management of Disability and Attendance Management Services was launched at Saskatoon Transit.
2. There were four categories in the Transit study: in-house management of the Disability Assistance Program, outsourced management of the Disability Assistance Program, in-house management of the Attendance Support Program, and outsourced management of the Attendance Support Program.
3. The study demonstrated that there were no significant differences in the results of in-house versus outsourced management of the Disability Assistance program. There were only slightly better results with Disability Assistance Program management in-house. The study also demonstrated internal management of the Attendance Support Program to be more effective.
4. Best practice among multiple industries demonstrates that performance and absence management (Attendance Support Program) is best led by an employee's immediate supervisor.
5. Transit employees involved in the pilot program were surveyed on their experience. Analysis of these survey results indicate that the Attendance Support Program and the Disability Assistance Program services, both internal and external, require modification.

Strategic Goal

This report supports the long-term, 10-year strategy of making health and safety a top priority in all that we do under the Strategic Goal of Continuous Improvement.

Background

The City of Saskatoon entered into a pilot program with a third-party absence management consultant in accordance with the program policies and procedures as documented in the Disability Assistance Program (DAP) manual and the Collective Agreement (Dec 2012) between the City and The Amalgamated Transit Union, Local No 615 (ATU) and between the City of Saskatoon and Saskatoon Civic Middle Management Association (SCMMA).

This pilot program involved employees of Saskatoon Transit who are members of ESA, SCMMA and the ATU bargaining units.

The original duration of the pilot involved a 12-month period commencing March 15, 2016. The scope of the program expanded to include attendance support program for employees who experienced more than 10 cumulative days of sick-related absences over one calendar year.

On July 19, 2016, an update was provided on the pilot. The matter was deferred and Administration was directed to provide a further update inclusive of comparative data at a later date.

City Council, at its Regular Business meeting held on September 25, 2017, resolved that:

- “1. The one-year pilot program for absence and disability management be extended for an additional one-year to enable a more complete assessment of the benefits of using a third-party vendor to provide disability and/or absence management support, and;
2. At the completion of the one-year pilot the Administration report back on evaluation activities and results as they pertain to employee experience of contracted services.”

Report

The Pilot Program commenced on March 15, 2016 as a one-year program and has been extended two times, now totalling nearly 36 months.

Management of the program was broken down into two different components:

- Disability Assistance Program (DAP) or those employees dealing with long term medical issues exceeding 10 consecutive days.
- Attendance Support Program (ASP) or those employees who had experienced 10 or more cumulative days of absence—reported as sick leave—in a calendar year.

Under the DAP the external agency was responsible for managing 36 cases. Of these, 12 employee's attendance patterns improved, 9 remain unchanged or do not have enough data to make a determination and 15 worsened. At that same time, 16 cases were managed internally. Of these, 6 employee's attendance patterns improved, 9 remained unchanged or do not have enough data to make a determination, and 1 worsened.

DAP files are typically more difficult to assess given the nature of the long-term illnesses that are being managed. It is expected that when a consultant receives a new referral, that in most cases employees will need help navigating the medical system, will require support to ensure that they are receiving appropriate benefits, and

are provided the earliest opportunity to return to work in some capacity when safe to do so.

As such, most DAP cases will show worsened attendance until the employee has sufficiently recovered from their illness to develop a return to work plan. On an aggregate level, both internal and external management of DAP demonstrate increases in employee hours off work.

Under the ASP, commencing on March 15, 2016, an external agency was responsible for managing 67 cases. Of these, 26 employees showed positive changes in attendance behaviour, 20 remained unchanged or do not have enough data to make a determination, and 21 worsened. On an aggregate level, these 67 cases show a slight improvement in attendance.

Following council direction at the September 2017 meeting, Saskatoon Transit launched the internal ASP and has since had 11 employees through the program. Of those cases, 7 showed positive changes in attendance behaviour, 4 remain unchanged or do not have enough data to make a determination, and none worsened. On an aggregate level, these 11 cases show significant improvement in attendance.

Organizations “are often faced with the dilemma of insourcing or outsourcing disability management programs. Employers often dismiss insourcing because they do not realize the cost/benefit ratio or they want to distance themselves, at least theoretically, from difficult ‘people’ decisions. However, to effectively manage absence, employers should control (and own whenever feasible) medical management and return-to-work decisions¹.” Best practice indicates that performance and absence management (Attendance Support Program) is best led by an employee’s immediate supervisor.

The City of Saskatoon made major revisions to the Attendance Support Program in the spring of 2016 and has since rolled out the updated program to all managers and supervisors. The redesign included a major philosophy change. This is that employee performance is to be managed by supervisors/managers and that attendance and punctuality is a component of employee performance. This redesign has had success through the organization.

Assessment of total Transit employee absences related to sick-time usage indicates that absenteeism hours increased in 2017, but has decreased slightly in 2018.

The assessment of the program having a third-party consultant at Saskatoon Transit highlighted a few challenges with an external agency managing employee performance:

¹ “Impact of a Disability Management Program on Employee Productivity in a Petrochemical Company”, Journal of Occupational and Environmental Medicine, Volume 48, Number 5, May 2006.

- Supervisors ended up being less effective at managing employee performance related to attendance in the first ten days because the expectation emerged that once employees would exhaust their ten days, they would be transitioned over to the external agency and that the supervisor would not have to engage in difficult conversations regarding performance.
- Some employees referred under the ASP had a rebound effect. Once they showed improvement in their attendance and they were officially removed from the external agency's program, their attendance immediately worsened. This suggests that having supervisory duties managed by a third-party did not result in all cases of sustainable behaviour modification and that a third-party is not as effective at sustainable culture change as managing performance with an employee's immediate supervisor.

As has been stated through other reports; several grievances were submitted by the union on behalf of employees working with the external agency. Between March 2016 and October 2018, 24 individual grievances have been heard at various levels of internal grievance hearing related to this matter and one policy grievance has proceeded to arbitration. While it is important to watch this indicator, grievances are not themselves correlated to program success but rather can be seen as an anticipated reaction to changes in organizational programs and policy.

Employee Survey Results highlights the survey and results from the 130 employees in the pilot pool. Of those files, 103 (67 ASP, 36 DAP) were managed by the external agency and 27 were managed internally (16 DAP, 11 ASP). All employees involved in the pilot program were surveyed at the end of the pilot, and of those 130 requests for survey responses, 25 (19.2 percent) employees responded and provided information on their experience in the program. Of those employees, 21 worked with the external agency, 4 directly with the City of Saskatoon. Analysis of these survey results indicate that the overall satisfaction from employees from the services, both internal and external, requires modification.

52.4 percent of employees working with the external agency that responded to the survey, indicated that they strongly disagree with the statement that: "My overall experience with the Disability Assistance Program was valuable." Employees working with internal resources indicated the same strong disagreement at 25 percent. Conversely, 25 percent of employees working with internal resources reported that they strongly agreed with the statement and 9.5 percent of employees working with the external agency reported the same strong agreement.

Communication Plan

A communication plan will be developed upon instruction from the Administrative Leadership Team and City Council. Determination of what level of information is required to be disseminated and to which target audience is yet to be determined.

Policy Implications

These recommendations are in-line of existing policies, and therefore there are no policy implications known at this time.

Financial Implications

To maintain a third-party at the current capacity will cost approximately \$75,000 per year (52 employees). To expand that to cover the entirety of Saskatoon Transit will cost approximately \$125,000 per year and to expand to cover the entirety of the City of Saskatoon (not including Police or any Civic Board) would cost between approximately \$350,000 and \$450,000 per year.

Existing internal employee capacity will be utilized and budget is already allocated for special audits. As such, with the recommended course, no further budget implications are expected.

Privacy Implications

The privacy of information pertaining to employees, medical conditions, treatment, and other personal information is of the utmost importance. Processes are in place to ensure that there is restricted access to such information and that alternate arrangements are made in the event the situation requiring enhanced confidentiality and/or potential conflict of interest arises.

Other Considerations/Implications

There are no public and/ or stake holder involvement, policy, environmental, privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

A transition plan will have to be developed to transition employees working with the third-party back to the City of Saskatoon. It is anticipated that the third-party will require to be retained for an additional three months to support the transition.

Public Notice

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

Report Approval

Written by: Dustin Truscott, Manager Health, Safety and Wellness
Reviewed &
Approved by: Sarah Cameron, Chief Human Resources Officer

Admin Report - Absence Management and Disability Assistance Services Update.docx



STANDING POLICY COMMITTEE ON TRANSPORTATION

Photo Speed Enforcement and Provincial Traffic Safety Fund

Recommendation of the Committee

1. That the expansion strategy of Photo Speed Enforcement be endorsed; and
2. That the projects submitted to the Provincial Traffic Safety Fund be endorsed.

History

At the March 4, 2019 Standing Policy Committee on Transportation meeting, a report of the General Manager, Transportation & Construction dated March 4, 2019 was considered.

Attachment

March 4, 2019 report of the General Manager, Transportation & Construction.

Photo Speed Enforcement and Provincial Traffic Safety Fund

Recommendation

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

1. That the expansion strategy of Photo Speed Enforcement be endorsed; and
2. That the projects submitted to the Provincial Traffic Safety Fund be endorsed.

Topic and Purpose

The purpose of this report is to provide information on the Photo Speed Enforcement (PSE) program, and receive City Council endorsement on the PSE expansion strategy and projects to be submitted to the Provincial Traffic Safety Fund.

Report Highlights

1. A review of the PSE pilot program is provided.
2. On September 17, 2018, the Government of Saskatchewan announced that the PSE program would continue.
3. A Provincial Traffic Safety Fund has been created.
4. A recommended strategy to expand PSE in Saskatoon is provided.
5. A recommended list of projects to be submitted for the Provincial Traffic Safety Fund is included.
6. Financial implications to the changes in the PSE program are outlined.

Strategic Goal

This report supports the Strategic Goal of Moving Around by providing for safer roads for all road users, and optimizing the flow of people and goods in and around the city.

Background

The background on the provincial pilot program is provided in Attachment 1.

Report

Pilot Program Review

In December 2014, the PSE pilot program began in Saskatoon at the following locations:

- Circle Drive locations: Airport Drive, Circle Drive South Bridge, Preston Avenue, Taylor Street, and 108th Street
- School Zone locations: St. Michael Community School, École Henry Kelsey School, Brownell School, École Canadienne-Francaise, Mother Teresa School and Silverspring School

According to Saskatchewan Government Insurance (SGI),

“The primary objectives of the ASE pilot program were to deter speeding, and to reduce speed-related collisions and resulting injuries and deaths. The overarching goal was “zero speeding tickets, zero crashes.” An evaluation of

the PSE pilot shows that the number of speeding violations went down in both high-speed locations and school zones, resulting in fewer collisions and injuries. Survey results also showed public support for the program.”

SGI completed an evaluation of the photo speed enforcement pilot project over the period of March 2015 to March 2017, and published the results on their website in September 2018. Excerpts of this report are provided in Attachment 2.

Photo Speed Enforcement Program

On September 17, 2018, the Government of Saskatchewan announced the Automated Speed Enforcement program would continue under the name “Photo Speed Enforcement” (PSE) and would be expanded. A new Provincial Traffic Safety Fund was also created, to be funded through a portion of the revenues from the program.

The PSE Technology Deployment and Use Guidelines provided by SGI are provided in Attachment 3. Highlights include:

- A PSE Committee will be responsible for the application of the guidelines, and for the assessment, adjudication, and recommendation of candidate locations for PSE.
- The PSE Committee will consist of representatives from: SGI, Saskatchewan Association of Rural Municipalities, Saskatchewan Urban Municipalities Association, Federated Sovereign Indigenous Nations, Ministry of Highways and Infrastructure (MHI), Ministry of Justice and the Saskatchewan Association of Chiefs of Police.
- Guiding principles for the use of PSE include: high-risk locations where the public or police officers would be exposed to higher risks; high-collision locations where data indicates a greater frequency of property damage, or people injured or killed; or high-volume vulnerable pedestrian locations where data indicates a high volume of vulnerable pedestrian traffic such as school zones or playground zones.
- Eligible organizations include: rural or urban municipality, indigenous land or territory, and MHI.
- Operational requirements include:
 - PSE technology must be stationary;
 - Any net revenue received by the municipality from the PSE program must be reinvested in traffic safety initiatives;
 - Offenses issued through PSE will be *The Traffic Safety Act* offenses, not municipal bylaw offenses; and
 - Cameras will stay at the site location for a period of three years, and may be moved once an evaluation is completed.
- There are two intakes a year for PSE technology applications, March 30 and September 30.

Provincial Traffic Safety Fund

The Provincial Traffic Safety Fund Grant Program Guidelines provided by SGI are included in Attachment 4. Highlights include:

Photo Speed Enforcement and Provincial Traffic Safety Fund

- The PSE Committee will oversee allocation of money from the Provincial Traffic Safety Fund.
- Municipalities throughout the province, even if there is no PSE in their community, will be able to apply for a grant.
- Traffic safety initiatives, including projects, equipment, programs and public awareness must focus on one or more of the priority areas: impaired driving, distracted driving, occupant protection (seatbelts), intersection safety, roadway based solutions, speed management, aggressive driving, vulnerable road users (pedestrians, cyclists), and medically-at-risk drivers.
- Grant funding will provide up to \$100,000 per project.
- Eligible applicants include a municipality (urban or rural), law enforcement, and indigenous land or territory.
- Eligible expenses include: direct project costs, capital equipment costs, personnel (contract), and final report. Expenses that are not eligible include salaries or overtime funding for law enforcement.
- The following criteria will be considered when assessing an application: traffic safety focus, cost-effective and cost-shared (in kind), potential to be repeated or expanded in the future, could serve as a potential model for other municipalities, conflicts of interest, address a demonstrated need in the community, does not duplicate existing municipal or provincial programs or resources.
- There are two deadlines a year for grant applications, March 30 and September 30.

Strategy to Expand PSE in Saskatoon

Given the criteria outlined by SGI, the recommended strategy to expand PSE in Saskatoon is as follows:

Priority	Location of PSE Expansion	Comments	Timeframe
1	At existing school zone locations	Currently one camera is rotated amongst the 5 school locations, and another is rotated amongst the 5 high-speed locations.	Mar 30, 2019
2	At existing high-speed locations (Circle Drive)	Application will be made to add 2 additional cameras at existing locations, one in the school locations and another in the high-speed locations.	Mar 30, 2019
3	At additional school zone locations	Application will be made to add 8 locations, and 2 cameras to rotate between. The preliminary list of locations is shown in Attachment 5. Note that consultation is required with the Saskatoon Police Service (SPS) on the locations prior to submitting the application.	Sept 30, 2019
4	At additional high-speed locations	An assessment of potential PSE locations considering SGI's site selection criteria will be completed throughout 2019, and in consultation with SPS.	Mar 30, 2020
5	At arterial street locations		

Provincial Traffic Safety Fund Recommended Projects

It is recommended that an application be made to the Provincial Traffic Safety Fund to install one or more pedestrian crossing improvement projects listed in Attachment 6.

These projects have all been presented to City Council and have previously received funding approvals, supporting traffic data is on hand, and the projects meet SGI's priority areas. If the projects are approved for provincial grants, the previously approved City funding will be reallocated to other traffic safety initiatives. One such initiative is the SPS's impaired driving check-stop campaign, which last year was a project funded by PSE, but under the new guidelines this campaign would not be eligible.

Throughout 2019, a list of additional projects will be developed in consultation with SPS. Data collection required to support the funding applications will be completed prior to the application deadlines.

Options to the Recommendation

An option available to City Council is to not participate in the PSE program, or not make application to expand the PSE program. This is not recommended as the traffic safety benefits are evident and have been well documented.

An option available to City Council is to not make application to the Provincial Traffic Safety Fund. This is not recommended as there is a back-log of traffic safety capital projects and additional funding will assist in addressing it.

Public and/or Stakeholder Involvement

Preliminary consultation has occurred with the SPS, and more will be required if applications are made to expand the PSE program and/or to the Provincial Traffic Safety Fund. The Administration and SPS will continue to work with SGI to ensure the PSE program is successful.

Communication Plan

SGI is continuing to lead the program and will be coordinating province wide communications. The attached Excerpts from Traffic Safety Program Evaluation, SGI includes details on raising public awareness if PSE is installed at new locations. At a minimum, there will be signage at PSE locations, publicity using public service announcements, social media, community associations, variable message boards for a period of three months prior to enforcement taking place, and a four-week familiarization period that would only issue warning tickets.

Financial Implications

In 2015 through 2017, the City has received on average \$613,000 per year from the PSE program, which has been allocated to traffic safety initiatives. As the revenues from the pilot project are variable, the Administration accumulates the PSE program revenues in the Traffic Safety Reserve, then provides City Council with a recommended list of project requests based on the reserve's annual sufficiency.

The PSE program includes a revised revenue sharing formula, which is compared below to the formula used throughout the pilot program:

Photo Speed Enforcement and Provincial Traffic Safety Fund

Item	During Pilot	Moving Forward
Provincial General Revenue Fund	25%	25%
SGI (for program expenses)	41%	55%
Provincial Traffic Safety Fund	n/a	10%
City of Saskatoon	34%	10%
Total	100%	100%

Moving forward, SGI will reconcile actual expenses against the 55% taken periodically during the year, and variances will be shared evenly between the Provincial Traffic Safety Fund and the City of Saskatoon.

Assuming no further PSE locations are added, it is expected that revenue to the City of Saskatoon will drop by 70%, from an average of \$613,000 annually, dropping to an estimated \$183,900 annually with the existing locations. If additional PSE locations are added, it is unknown how quickly these locations can be installed and move through the familiarization period before revenue, if any, is generated. It is also unknown how many PSE locations will receive approval for installation. Therefore, it is recommended that the current practice of waiting for PSE revenues to accrue in the Traffic Safety Reserve, and then recommending specific projects to City Council based on the reserve's annual sufficiency be maintained.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

A follow up report on the outcome of the anticipated application for additional PSE cameras and locations, and the application to the Provincial Traffic Safety Fund is anticipated in the third quarter of 2019.

Public Notice

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

Attachments

1. Background
2. Excerpts from Traffic Safety Program Evaluation, SGI
3. Photo Speed Enforcement (PSE) Technology – Deployment and Use Guidelines
4. Provincial Traffic Safety Fund – Grant Program Guidelines
5. Proposed Additional PSE School Zone Locations
6. Recommended Provincial Traffic Safety Fund Application Projects

Report Approval

Written by: Jay Magus, Acting Director of Transportation

Approved by: Angela Gardiner, General Manager, Transportation & Construction

Admin Report - Photo Speed Enforcement and Provincial Traffic Safety Fund.docx

Background

In 2013 the Government of Saskatchewan formed an All Party Special Traffic Safety Committee that conducted extensive public consultation directed at enhancing public safety in Saskatchewan. As part of its recommendations the committee supported Saskatchewan Government Insurance (SGI) implementing an Automated Speed Enforcement (ASE) pilot project in Saskatchewan.

In November 2013, the Government of Saskatchewan announced the implementation of a two-year ASE pilot project to slow drivers down through high speed, high collision, and high traffic volume areas throughout the province. In Saskatoon, five locations on Circle Drive and five school zones were selected for the implementation of the two-year provincial pilot project.

Other locations included in the project were Highway #1 East between Pilot Butte and White City, Highway #12 at Martensville, the Regina Ring Road, and Highway #1 near Moose Jaw. Cameras were also installed in school zones in Regina and Moose Jaw.

In January 2014, SGI presented the ASE project to the Saskatoon Board of Police Commissioners. This information was received by the Board, and in June 2014, the Board provided their support for a two-year pilot project.

Provincial legislation and regulation changes were also made to enable the pilot project based on the specific locations involved in the pilot project.

Excerpts from Traffic Safety Program Evaluation, SGI

1. The overarching goal of the PSE program was “zero speeding tickets, zero crashes.” A target violation rate of less than 1% of drivers (exceeding a selected location-based threshold) was set for all camera locations. Data on speed threshold violation rates at the high-speed camera locations since ticketing began in March 2015 were collected for monitoring and evaluation purposes (Table E1).

From Table E1: Monthly Speed Threshold Violation Rates in High-Speed Locations

Speed Camera Location	Mar '15	Apr '15	May '15	Jun '15	Mar '16	Apr '16	May '16	Jun '16	Jan '17	Feb '17	Mar '17	Average
Circle Drive in Saskatoon	0.41%	0.19%	0.19%	0.28%	0.63%	0.43%	0.57%	0.15%	0.24%	0.31%	0.38%	0.36%

Table E1 indicates that on Circle Drive in Saskatoon the target violation rate of less than 1% was met.

2. The before and after monthly average speeds at high-speed locations was also collected and evaluated.

From Table E2: Before and After Monthly Average Speeds at High-Speed Locations

High-Speed Location	Posted Speed Limit (km/h)	Average Speed Before Installation (km/h)	Average Speed After Installation (km/h)	Change in Speed (km/h)	% change in speed (km/h)
Circle Drive in Saskatoon	90	97.7	86.1	-11.6	-11.90%

In terms of the percentage reduction in average speed, the cameras had the most impact at the Highway 12 location followed by Circle Drive in Saskatoon.

3. Table E3 indicates that the 85th percentile speeds (the speed that drivers tend to adopt according to the road environment, which indicates degree of compliance with the posted speed limit, and hence the degree of traffic calming attained) across the high-speed corridors before and after implementation of the pilot.

From Table E3: 85th Percentile Speeds on High-Speed Locations: Before PSE vs. After PSE

High-Speed Location	Posted Speed Limit (km/h)	85 th Percentile Speed Before PSE (km/h)	85 th Percentile Speed After PSE (km/h)	Change in Speed After PSE (km/h)	% change in speed after PSE(km/h)
Circle Drive in Saskatoon	90	109.4	92.6	-16.8	-15.4%

4. The violation rates for school zone locations are shown in Table E6.

Table E6: Monthly Speed Threshold Violation Rates in School Zones

Speed Camera Location	Mar '15	Apr '15	May '15	Jun '15	Mar '16	Apr '16	May '16	Jun '16	Jan '17	Feb '17	Mar '17	Average
Saskatoon School Zones	1.50%	5.59%	8.70%	6.26%	2.64%	0.42%	0.81%	0.51%	0.28%	2.18%	2.37%	2.30%

Looking at the trends in violation rates, it can be noted that Saskatoon school zones moved from an average high of 8.7% in May 2015 to 2.37% in March 2017.

Similar to the analysis of average speed of travel in the school zones, the 85th percentile speeds were monitored from April 2015 through March 2016 and compared with the same period a year later. The data indicates that the 85th percentile speeds for Saskatoon decreased from 37.4 km/h to 35.1 km/h.

The expense/revenue breakdown at camera locations is presented in Table E9.

Table E9: Revenues, Expenses and net Revenue from the PSE Pilot by Location

Camera Location	Revenue*	Expenses	Net Revenue
Highway Locations	\$1,255,953	\$1,136,810	\$119,143
Saskatoon	\$2,653,081	\$1,579,717	\$1,073,364
Regina	\$4,169,542	\$1,428,469	\$2,741,073
Moose Jaw	\$2,358,359	\$1,273,167	\$1,085,192
Total	\$10,436,935	\$5,418,163	\$5,018,772

*75% of total revenue; the remaining 25% of total revenue is allocated to the General Revenue Fund for the administration of the court and collection processes

5. Conclusion: This evaluation of the PSE pilot project found the following:

- The PSE pilot positively impacted speeding behaviour (speed violation rates) at both the high-speed locations and school zones.
- The 1% violation target has been achieved at almost all camera locations.
- Average speeds have been reduced between 3.4 km/h on the Ring Road in Regina (3.5% reduction) to 17.7 km/h on Highway 12 near Martensville (16.9% reductions). With the exception of Moose Jaw school zone locations, where the 85th percentile speed remained stable, the speed at or below which 85% of all vehicles were observed travelling under free-flowing conditions past the camera locations trended downwards towards the posted speed limit following the installation of the cameras.
- The pilot project has had a positive impact on the frequency and severity of collisions, especially the targeted speed-related collisions (28 from high-speed locations and seven from school zones) resulting in an estimated 50 fewer injuries (40 from high-speed locations and 10 from school zones).
- The benefit-cost analysis of the PSE pilot from SGI's insurance costs perspective indicates a net present value of \$10.7 million at the end of an assumed projected life of 10 years. This is equivalent to the project returning

\$1.64 for \$1 invested in the PSE program. From a societal perspective, the program would generate a net present value of \$62.4 million, which is equivalent to B/C ratio of 4.2:1.

- Most Saskatchewan residents want the photo speed enforcement program to be continued and expanded to other areas of the province. Specifically, about 56% of the general public want the program to continue, while 93% of those who want the program to continue want it to expand.

Photo Speed Enforcement (PSE) Technology

Deployment and Use Guidelines

Preamble

PSE technology is an important tool to enhance traffic safety. The expectation is for PSE technology to be used fairly and with consistency across Saskatchewan.

These guidelines are designed to ensure fairness, transparency and consistency and to make certain PSE is used as a traffic safety tool and not a revenue generator.

These guidelines apply to all eligible organizations that are currently using PSE technology or applying to use the technology.

PSE technology is expected to be deployed on a location-by-location basis with use restricted within area boundaries. Except for work zones, locations on provincial highways will be selected based on speeding, collision and traffic volume data.

A PSE committee will be responsible for the application of the guidelines described in this document and for the assessment, adjudication and recommendation of candidate locations for PSE technology. The committee is made up of representatives from SGI, the Saskatchewan Association of Rural Municipalities, Saskatchewan Urban Municipalities Association, Federated Sovereign Indigenous Nations, Ministry of Highways and Infrastructure (MHI), Ministry of Justice (specifically Court Services and Prosecutions) and the Saskatchewan Association of Chiefs of Police.

Consideration will be given to availability of judicial and court services resources (including fine collections, court offices, court facilities and court security) as well as acceptable arrangements for prosecutions when future deployments are contemplated. If judicial or court services resources and arrangements are not sufficient to avoid what Court Services or Prosecutions considers an unacceptable delay in time to trial for PSE or any other matters, PSE technology will not be considered. If deployment causes such a delay at any time, it will be suspended until the delay is acceptable.

These guidelines include a requirement for ongoing monitoring and evaluation to measure the effectiveness of PSE technology on lowering speeds, reducing speed violations, reducing collisions and other relevant traffic safety indicators.

Guiding principles — for use of PSE technology

Traffic safety criteria (data-driven and evidence-based) that would be considered when determining qualification for PSE as a speed management tool include (but are not limited to):

- High-risk locations – where the public or police officers would be exposed to higher risks through conventional enforcement methods;
- High-collision locations – where data indicates a greater frequency of property damage, or people injured or killed; or
- High-volume vulnerable pedestrian locations – where data indicates a high volume of vulnerable pedestrian traffic, such as school zones or playground zones.

It is also essential that PSE technology programs continue to be used in conjunction with existing conventional speed enforcement in non high-speed locations and not as a replacement for officer contact. There should be evidence that other speed management solutions have been explored, implemented or will be implemented.

Guidelines

Eligible Organizations

To apply for the PSE program at your location, you must represent one of the following:

- municipality (urban or rural)
- Indigenous land or territory
- Ministry of Highways and Infrastructure (MHI)

Applicants must have their own police service, be policed by RCMP “F” Division under a municipal policing contract, or be policed by the RCMP “F” Division. There is a regulatory requirement for each ticket to be signed off by a peace or police officer before being issued.

Expenses incurred by the applicant (such as “peace officer” staff to process tickets) will be considered program expenses.

Depending on the location of a camera, the applicant will be responsible for maintaining the camera site and keeping it free from snow build-up, grass and weeds (i.e., anything that would encumber the camera, or prevent ready access for daily inspections). It is expected that this would be done within a reasonable amount of time.

Regulations require official signs in each direction of travel indicating that a speed monitoring device is being used to measure and record the speed of vehicles. It will be the responsibility of the applicant to maintain these signs.

Site Selection Criteria

PSE technology sites will not be selected randomly. Locations that may be eligible for PSE technology include, but are not limited to:

- Areas or corridors where conventional enforcement is unsafe or ineffective;
- Areas or corridors (including high-speed or multi-lane roadways) with an identifiable, documented history of speed-related collisions; or
- Areas near schools, and other areas with high vulnerable pedestrian volumes such as school and playground zones.

PSE technology should not be used in transition zones, where the speed drops from a higher speed to a lower speed (i.e., highway speed of 100 km/h, slowing to enter a city to 70 km/h, then to 50 km/h).

Operational Requirements for PSE

PSE technology will be installed stationary, i.e., non-mobile and at pre-determined, fixed locations. If one camera will be circulating through multiple sites, it will be the responsibility of the municipality/Indigenous land or territory/MHI to provide the rotation schedule. The ratio for camera circulation should be one camera to five locations.

Any net revenue received by the municipality from the PSE program must be reinvested in traffic safety initiatives.

A Provincial Traffic Safety Fund, with net revenue from PSE tickets, has been created for this purpose. This Fund will provide access to funding for traffic safety initiatives for municipalities throughout the province, even if there is no PSE.

Projects requesting funding will be adjudicated by the above-mentioned PSE committee. Only approved projects will receive funding.

Offences issued through PSE will be *The Traffic Safety Act* offences, not municipal bylaw offences.

Cameras will stay at the site location for a period of three years, to gather data for an evaluation. If the site location has realized traffic safety improvements to mitigate the speed problem, the camera may be moved to a new site that meets these guidelines and is approved through the application process.

Public Awareness

The following public awareness tools shall be used in association with the deployment of PSE technology at new locations.

Any media announcements or events should be undertaken in co-ordination with SGI.

Signage at PSE locations

- All locations with PSE technology shall have multiple highly-visible permanent signs, along the route/ camera locations advising that speed is monitored by PSE technology. Sign specifications are standardized depending on site location.
- There must be regulatory speed limit signs.
- Regulations require official signs in each direction of travel indicating that a speed monitoring device is being used to measure and record the speed of vehicles. Therefore, all signs must be displayed in both directions.
- Electronic signs shall be used to complement the static signs where necessary.

New PSE Program Publicity

Any new PSE deployment shall:

- Use local public awareness tools, which should include paid or public service announcements where local media outlets exist, as well as community social media channels (such as a community Facebook page), community bulletin boards, changeable message signs, posters in

the Post Office, etc., for a period of three months prior to enforcement taking place. The date tickets will start to be issued should be clearly noted.

- Include a four-week familiarization period that would see the equipment in regular use but only issue 'warning notices' to motorists prior to full implementation. Again, the date tickets will be issued should be clearly noted.

Transparency - Monthly Statistical Posting

- In the interest of public transparency, monthly PSE statistics shall be posted by SGI to the SGI website in a timely manner.

Acquisition of New PSE Technology and PSE Service Provider Management

- SGI will be responsible for issuing requests for proposal, reviewing proposals and making decisions on any new PSE technology.
- SGI will be responsible for ongoing PSE service provider management including but not limited to site management, problem solving, communication with the PSE service provider, and maintaining a memorandum of understanding regarding access to registered vehicle owner information.

Monitoring and Evaluation

The applicant must provide a minimum of six months of baseline data before applying for PSE technology at the proposed location(s):

- Average speed; and
- 85th percentile speed (the speed that drivers tend to adopt according to the road environment, which indicates degree of compliance with the posted speed limit, and hence the degree of traffic calming attained); and
- Traffic volume data.

Once the technology is in place, the PSE service provider will continue to provide SGI with the average and 85th percentile speeds on a monthly basis. Additionally, the PSE service provider will provide monthly data on hours of operation, the number of times the cameras are rotated, traffic volume, violations such as the number issued, rejected and reasons for non-issuance.

The baseline data and the subsequent data to be collected by the applicant and, post deployment, by the PSE service provider, along with collision data, will serve as inputs for monitoring and evaluating the project.

The long-term evaluation, which is conducted by SGI, will cover different aspects of the program using a series of analyses to provide insight into the effectiveness of the program. There will be two major evaluation processes:

- Trends in Vehicular Speed Metrics at the Locations of PSE Deployment
 - Vehicular speed data will be tracked monthly, by the PSE service provider, for at least three years post-implementation of the PSE program at the proposed locations. A simple before-and-after speed study or an interrupted time series analysis will be conducted by using the monthly average speed and 85th percentile speed data from inception through two years post implementation. The trends in daily average speed/85th percentile speed would indicate whether the program has any significant effect in impacting speeding behavior. The percentage of vehicles exceeding a threshold posted speed limit will also be monitored.
- Impact on Speeding Collision Experience
 - This task will involve analyses to detect if the PSE program has significantly reduced collisions overall as well as speed-related collisions among drivers. The rationale is that the reduction in average speed among drivers should lead to reductions in collisions. The analyses will also investigate the potential impact of the program on casualties (injury and death) resulting from speeding collisions. The collision data will come from SGI's Traffic Accident Information System (TAIS) database over a three-year period post implementation.

Evaluation of the PSE program will include the assessment of short-term and ultimate outcomes of the program.

- Short-term outcomes will be reported on an annual basis since most of the data elements can be accessed on a monthly basis.
- Ultimate outcomes require speed and collision experience data over a series of years in order to identify a significant effect. It is estimated that data will be collected over a three-year period post-implementation to allow for a meaningful analysis of program effect.

The results of the ultimate outcome evaluation will be used to decide whether the program at that site location should be revamped, continued or discontinued.

Application Process

To request a PSE technology application form, email the Traffic Safety Program Administrator at trafficsafety@sgi.sk.ca or call 1-844-TLK-2SGI (1-844-855- 2744) extension 6042.

PSE technology application dates:

Call for Applications	Application Deadline	Application Assessment	Decision
January 1	March 30	May 30	June 30
July 1	Sept 30	Nov 30	Dec 30

Each applicant will be notified in writing by the Traffic Safety Program Administrator on the outcome of their application.

Send PSE technology applications by mail or email:

PSE Program – Technology Application SGI Traffic Safety Promotion

5104 Donnelly Cres.
P.O. Box 1580
Regina, SK
S4X 4C9
trafficsafety@sgi.sk.ca

Photo Speed Enforcement (PSE) Technology Application

For SGI use:

Date received: _____

Please refer to the Photo Speed Enforcement Technology Deployment and Use Guidelines before completing this application.

Section 1: Applicant information	
a. Organization applying for PSE technology (this organization must meet the eligibility criteria, and if approved, assumes responsibility for the deployment and use of PSE technology)	
Location	
Organization name	
Mailing address	Street address (if different)
Phone number	Email address
b. Principal applicant (person who signs the application on behalf of the organization and will be actively involved in managing the PSE technology)	
Name	Title/department
Organization name	Mailing address
Phone number	Email address
c. Secondary contact	
Name	Title/department
Organization name	Mailing address
Phone number	Email address
d. Eligibility (check the type of location)	
<input type="checkbox"/> Municipality <input type="checkbox"/> Indigenous land or territory <input type="checkbox"/> Ministry of Highways and Infrastructure	

Section 2: Police service / RCMP "F" Division / RCMP municipal contract

(identify local law enforcement that will provide support and include a letter of confirmation from them)

Enforcement group	Representative	Phone number

Section 3: Site selection criteria

a. Site selection – check all that apply below. Note: PSE technology should not be used in transition zones, where the speed drops from a higher speed to a lower speed (i.e., highway speed of 100 km/h, to slowing to enter a city to 70 km/h, then to 50 km/h).

- ☐ Area or corridor where conventional enforcement is unsafe or ineffective
- ☐ Area or corridor with an identifiable, documented history of speed-related collisions
- ☐ Area near schools and other areas with high vulnerable pedestrian volumes

b. Situation/issue – explain the situation or issue PSE technology will address. Provide statistics and other information that demonstrates the extent of the problem and why it needs to be addressed. Have any other speed management solutions been explored? Do **not** include information in this section about how you plan to address the issue.

c. PSE technology goals and objectives – describe the objectives and expected results of the project. Objective and benefits should be quantitative (measurable) and/or qualitative. What is the degree of confidence that these goals will be achieved?

d. PSE technology description – explain how you plan to address the situation/issue identified and what you will actually do (tasks/ activities). Provide a schedule of timelines and tasks related to planning and implementation and who is responsible for each task. Also, describe where there may be uncertainty related to this idea and the assumptions being made which need to be validated during planning.

e. Project risks – describe any known risks which will need to be managed effectively for the technology to succeed.

Risk description	Mitigation plan

Section 4: Budget and public awareness

a. Proposed budget – provide a proposed budget and information about any financial or in-kind support being sought or already committed to the project.

Budget item	Total
1.	
2.	
3.	
4.	
5.	
TOTAL	\$ 0.00

b. Public awareness – explain the various public awareness tools including but not limited to PSE technology publicity in relation to the program activities. Specify any contributions, whether financial or in-kind, made by the applicant or any other contributor.

1. Social media
2. Community bulletin boards
3. Message signs
4. Posters
5. Public service announcements (PSA)
6. Paid media
7. Other

c. Signage at PSE locations – provide the speed limit and GPS sign location for each proposed PSE camera location.

Note: electronic signs may be included.

Section 5: Baseline data and evaluation

Provide six months of baseline data prior to the PSE application at each proposed camera location, including:

1. Average speed
2. 85th percentile speed (the speed that drivers tend to adopt according to the road environment, which indicates degree of compliance with the posted speed limit, and as a result the degree of traffic calming attained)
3. Traffic volume data

Section 6: Declaration and signature

I declare that I am submitting this proposal with the full authority necessary to make such an application; that I am making this application with the full knowledge, consent and support of the organization I represent as named in Section 1a of this application; and that all the information I have submitted in this application is accurate and complete.

Name and title of principal applicant (must match principal applicant named in Section 1b)

Sponsoring organization (must match sponsoring organization in Section 1a)

Signature

Witness

Date

To assist with evaluating your application, the Traffic Safety Program Administrator or the PSE Committee retains the right to request additional information.

Provincial Traffic Safety Fund

Grant Program Guidelines

Introduction

In 2013, the Government of Saskatchewan formed an all-party Special Committee on Traffic Safety that conducted extensive public consultations directed at enhancing road safety in Saskatchewan. Based on that consultation, the committee recommended that SGI implement a photo speed enforcement (PSE) pilot program. In response, government announced a two-year PSE pilot program in November 2013.

The PSE pilot program began in select high-speed locations and school zones in December 2014 (with a three-month warning period before live ticketing began), and ended in March 2017.

The primary objectives of the PSE pilot program were to deter speeding, and to reduce speed-related collisions and resulting injuries and deaths. The overarching goal was “zero speeding tickets, zero crashes.” An evaluation of the PSE pilot showed that the number of speeding violations went down in both high-speed locations and school zones, resulting in fewer collisions and injuries. Survey results also showed public support for the program.

On Sept. 17, 2018, the provincial government announced the PSE program would continue and be expanded under the governance of a new multi-agency committee. The PSE committee will review applications for new PSE deployment and decide what high-risk areas around the province could benefit from this speed management solution. The committee will also oversee allocation of money from a new Provincial Traffic Safety Fund, made up of net revenue from PSE tickets. Municipalities throughout the province will be able to apply for a grant to undertake traffic safety initiatives, even if there is no PSE in their municipality.

In January 2019, the Provincial Traffic Safety Grant Program will accept applications to be adjudicated twice a year.

Program Funding

Traffic safety initiatives, including projects, equipment, programs and public awareness must focus on one or more of the following priority areas:

- impaired driving (alcohol, drugs)
- distracted driving (cellphone, fatigue)
- occupant protection (seatbelts)
- intersection safety
- road-way based solutions
- speed management (excluding camera equipment for PSE programs)
- aggressive driving
- vulnerable road users (pedestrians, motorcyclists, cyclists)
- medically-at-risk drivers

Grant funding will provide up to \$100,000 per project.

Projects completed within a 12-month period or less are recommended, however projects that extend beyond 12 months may be considered.

Program Purpose and Objectives

Purpose

- To stimulate and support local, collaborative action that will increase traffic safety awareness and reduce the frequency and severity of traffic injuries and fatalities within Saskatchewan

Objectives

- To build and strengthen the capacity to develop, deliver and evaluate focused initiatives that increase traffic safety awareness and reduce the incidents of traffic injuries
- To encourage municipalities to share traffic safety evaluation results with other locations

Eligibility Requirements

Eligible Applicants

Applicants must represent one of the following:

- a municipality (urban or rural)
- law enforcement
- Indigenous land or territory

Eligible Expenses

Direct project costs – Funding can be used for direct costs associated with the development, construction and delivery of projects, programs and public awareness. Costs such as phone, postage etc., along with costs for renting needed equipment or space are discouraged in favour of obtaining in-kind donations.

Capital equipment costs – Capital equipment will be considered only if necessary to the project and if renting or in-kind donations are not feasible or reasonable options.

Personnel – Funding may be used to support contract fees, salaries and benefits for personnel necessary for development, implementation, delivery and evaluation of the project. Funds cannot be used to replace the salaries or portions of salaries of existing employees already being paid from other sources.

Final report – Reasonable costs associated to completing the final project report should be included in the overall budget.

Grants will not cover or subsidize the following costs:

- salaries or overtime funding for law enforcement
- health care delivery services
- profit making activities or business ventures
- administrative functions or core operations which are normally part of the regular ongoing business of an organization, agency, network, coalition or program (i.e., rent, utilities, sharing the cost of an ongoing staff position)
- constructing or renovating facilities
- program or project expenses that have already been started, are ongoing or completed
- deficit budgets from other projects of the organization's operations
- capital equipment not integral to the project
- camera equipment for PSE programs
- expenses related to conducting research, studies, surveys, consultation, or safety audits

Surplus Funds

Should the grant recipient not spend all awarded grant funds, they will be required to either:

1. Return the surplus funds
2. Use the surplus funds for another purpose, with approval from the PSE Committee (new application form required)

Application Assessment Criteria

Each application will be reviewed by the PSE Committee and assessed on its individual merit. Subject matter experts may be called in to act as advisors.

Applications must include a well-defined action plan, as well as specific, measurable, achievable, relevant and timely traffic safety objectives.

The PSE Committee will consider the following criteria when assessing the application:

- traffic safety focus
- cost-effective and cost-shared (in-kind)
- potential to be repeated or expanded in the future
- could serve as a potential model for other municipalities
- conflicts of interest
- address a demonstrated need in the municipality
- does not duplicate existing municipal or provincial programs or resources

Obligations and Expectations

Any changes or alterations from the original proposal must be submitted within five business days from the original email request to the Traffic Safety Program Administrator for approval by the PSE Committee (including budget, work plan and timelines).

When providing recognition for any grant money received, for example in a media release, newsletter, community sign, etc., please acknowledge the Government of Saskatchewan as the fund provider.

Projects exceeding six months in duration must submit a status report to the Traffic Safety Program Administrator six months into the project. Progress reports require the following information:

- project expenditures
- timeline
- percentage of work completed
- other information, as requested by the PSE Committee

Grant recipients are encouraged to share information about their funded projects with other municipalities, including project outcomes, lessons learned, and the potential for replicating or adapting the project as a model for others. The Traffic Safety Grant Administrator reserves the right to share information and reports about funded projects.

Grant recipients that are non-compliant or non-responsive about meeting reporting obligations, after notification and fair warning, will be asked to return remaining grant funds. In these instances, future funding will not be considered.

Application Process

Grant applications will be assigned a project number. To request a project number and an application form, email the Traffic Safety Program Administrator at trafficsafety@sgi.sk.ca or call 1-844-TLK-2SGI (1-844-855-2744) ext. 6042. Ensure the project number is included on your application form, any supplemental materials and all future communication regarding your project.

Grant application dates

Call for applications	Jan. 1	July 1
Application deadline	March 30	Sept. 30
Application assessment	May 30	Nov. 30
Grants awarded	June 30	Dec. 30

A decision may take up to eight weeks after the grant deadline. For approved projects it can take up to a further two weeks to receive payment or be informed of the payment schedule. Each applicant will be notified in writing by the Traffic Safety Program Administrator on the outcome of the request for funding.

Send grant applications by mail or email:

PSE Program - Provincial Traffic Safety Fund

SGI Traffic Safety Promotion

5104 Donnelly Cres.

P.O. Box 1580

Regina, SK

S4X 4C9

trafficsafety@sgi.sk.ca

Final Report and Project Evaluation of Traffic Safety Fund Projects

All approved projects require a final report from the principal applicant within three months after project completion. The final report should list and briefly explain how the project goals and objectives were met as defined in the original application. It can be emailed to the Traffic Safety Program Administrator at trafficsafety@sgi.sk.ca. A copy of the final report template will be enclosed with the project payment.

There will also be a comprehensive project evaluation conducted by SGI in collaboration with the successful applicant approximately three years after the project has been completed. This evaluation will rely on data, research, and the use of cost-benefit analysis in addition to other statistical methods.

An evaluation framework is available on request from the Traffic Safety Program Administrator at trafficsafety@sgi.sk.ca.

Provincial Traffic Safety Fund

Grant Program Application

Project number: _____

Please refer to the Provincial Traffic Safety Fund Grant Program Guidelines before completing this application.

Section 1: Project identification	
a. Project title	b. Project location (i.e. municipality, region)
c. Project duration (including planning, development, implementation and final project report) Proposed start date	Expected completion date
d. Total amount requested	

Section 2: Applicant information	
a. Sponsoring organization applying for funding (this organization must meet the eligibility criteria, and if funded, assumes responsibility for the project and funds)	
Organization name	
Mailing address	Street address (if different)
Phone number	Email address
b. Principal applicant (person who signs the application on behalf of the sponsoring organization and cheque will be sent to if approved)	
Name	Title/department
Organization	Mailing address
Phone number	Email address
c. Project primary contact (person who will be actively involved in managing or overseeing the project – Traffic Safety Program Administrator will use this person as the main contact throughout the project)	
<input type="checkbox"/> Same as principal applicant above, or:	
Name	Title/department
Organization	Mailing address
Phone number	Email address

d. Project secondary contact	
Name	Title/department
Organization	Mailing address
Phone number	Email address

Section 3: Project information

a. Project title (must match title provided in Section 1 a)

b. Situation/issue – explain the situation or issue this project will address. Provide statistics and other information that demonstrates the extent of the situation/issue and why it needs to be addressed. Do not include information in this section about how you plan to address the issue.

c. Project type (check all that apply)

☐ **Engineering**

☐ **Education**

☐ **Enforcement**

d. Project goals and objectives – describe the objectives and expected results of the project. Objectives and benefits should be quantitative (measurable) and/or qualitative. What is the degree of confidence that these goals will be achieved?

e. Project description – describe how you plan to address the situation/issue identified in section 3b (strategies) and what you will actually do (tasks/activities). Provide a schedule of timelines and major activities or tasks related to planning, carrying out and reporting on the project and who is responsible for each major activity or task. Also, describe where there may be uncertainty related to this idea and the assumptions being made which need to be validated during planning.

f. Project resources – list any positions that will be employed, contracted, seconded or consulted as subject matter experts for the project and provide a position summary statement for each.

g. Project risks – describe any known risks which will need to be managed effectively for the project to succeed.

Risk description	Mitigation plan

Section 4: Budget

a. Proposed budget – provide a proposed budget and information about any financial or in-kind support being sought or already committed to the project.

Budget item	Amount from fund	Amount from other	Total
1.			\$0.00
2.			\$0.00
3.			\$0.00
4.			\$0.00
5.			\$0.00
6.			\$0.00
7.			\$0.00
8.			\$0.00
9.			\$0.00
10.			\$0.00
11.			\$0.00
12.			\$0.00
TOTAL	\$0.00	\$0.00	\$0.00

b. Breakdown and explanation of budget items – explain the various budget items and amounts in relation to the project activities. Specify any contributions, whether financial or in-kind, made by the applicant or any other contributor.

Section 5: Final report

Three months after project completion a final report will be required listing and briefly explaining how the project goals and objectives have been met as defined in section 3d.

Section 6: Information sharing

Describe how the project sponsors/partners will share information about the project with other municipalities and organizations who may benefit from it.

Section 7: Declaration and signature

I declare that I am submitting this proposal with the full authority to legally bind the sponsoring organization and that I am making this application with the full knowledge, consent and support of the sponsoring organization I represent as named in section 2a of this application; and that all the information I have submitted in this application is accurate and complete. I agree that if the application is accepted and the project is approved for funding, the sponsoring organization and I, as the principal applicant, will be responsible for any provided funding and use of these funds will adhere to the Provincial Traffic Safety Fund Grant Program Guidelines and as described herein.

Name and title of principal applicant (must match principal applicant in section 2b)

Sponsoring organization (must match section 2a)

Signature

Witness

Date

Proposed Additional PSE School Zone Locations

1. Greystone Heights School, 2721 Main Street
2. John Dolan School, 3144 Arlington Avenue
3. George Vanier Fine Arts School, 820 Wilson Crescent
4. St. Augustine School, 602 Boychuk Drive
5. Seventh Day Adventist Christian School, 2228 Herman Avenue
6. Princess Alexandra Community School, 210 Avenue H South
7. Sister O'Brien Catholic Elementary School and Silverwood Heights School, 451 and 403 Silverwood Road
8. Bishop Filevich Ukrainian Bilingual School, 125 105th Street

Recommended Provincial Traffic Safety Fund Application Projects

The following projects have all been recommended for Active Pedestrian Corridors in support of pedestrian safety.

Location	Estimated Cost
Stensrud Road & Willowgrove Boulevard Square (west side)	\$45,000
Taylor Street & Salisbury Drive	\$47,000
Confederation Drive & Massey Drive	\$47,000
Pendygrasse Road @ St. Mark	\$25,000
33rd Street & Avenue F	\$40,000
Central Avenue & 104th Street	\$40,000
Addison Road & Waters Crescent (east)	\$40,000
Lorne Avenue & 5th Street	\$40,000
Preston Avenue & East Drive	\$50,000
Clarence Avenue & 14th Street	\$50,000
Konihowski Road & Pezer Crescent North	\$50,000



GOVERNANCE AND PRIORITIES COMMITTEE

2020/2021 Multi-Year Business Plan and Budget

Recommendation of the Committee

1. That a two-year Business Plan and Budget process be approved;
2. That the new Multi-Year Business Plan and Budget Policy with an effective date of April 1, 2019, be approved;
3. That Council Policy No. C03-001, The Budget Process, be rescinded; and
4. That Council Policy No. C04-003, Staffing, be rescinded.

History

The Governance and Priorities Committee, at its meeting held on March 18, 2019, considered a report from the Administration regarding the above, along with a complementary PowerPoint presentation.

Attachment

Report of the A/City Manager dated March 18, 2019

2020/2021 Multi-Year Business Plan and Budget

Recommendation

That the Governance and Priorities Committee recommend to City Council:

1. That a two-year Business Plan and Budget process be approved;
2. That the new Multi-Year Business Plan and Budget Policy with an effective date of April 1, 2019, be approved;
3. That Council Policy No. C03-001, The Budget Process, be rescinded; and
4. That Council Policy No. C04-003, Staffing, be rescinded.

Topic and Purpose

The purpose of this report is to outline the Multi-Year Business Plan and Budget (MYBB) process for 2019. This report is also requesting City Council approval of the new MYBB Policy and the repeal of Council Policy Nos. C03-001 and C04-003 as they will no longer be required with the new policy.

Report Highlights

1. The Business Plan and Budget process for 2020/2021 will follow a similar process as in 2018.
2. The proposed MYBB process will provide the appropriate governance and framework for the City's first two-year MYBB in 2020/2021.
3. Upon approval of the MYBB Policy, the Administration is recommending that the existing Budget Process and Staffing policies be rescinded as they will no longer be required.
4. The MYBB Policy and process will have several significant changes to current practices, including the introduction of remediation plans for forecasted budget overspends and only completing the formal budget document in the first year of the MYBB process.

Strategic Goals

The recommendation within this report supports the Strategic Goal of Continuous Improvement by using innovative and forward thinking to go beyond conventional approaches to meet the changing needs of our city. This report also supports the Strategic Goal Asset and Financial Sustainability as the business planning and budgeting process is open, accountable and transparent, and reflects the needs of citizens today and tomorrow.

Background

At its meeting on March 19, 2018, when considering a report of the City Manager entitled Multi-Year Business Plan and Budget – 2019 Process, which outlined several critical aspects of a future MYBB to be piloted as part of the 2019 process, the

Governance and Priorities Committee resolved that the 2019 Business Plan and Budget process be approved.

The approved process included an indicative rate setting process, a Governance and Priorities Committee prioritization process based on City Council's Strategic Plan, and administrative budgeting for multiple years. These processes were introduced as part of the 2019 process and formed key communication and decision-making points for the eventual approved 2019 Business Plan and Budget.

Report

MYBB Process

As part of the 2019 Business Plan and Budget process, many aspects of an MYBB cycle were piloted, including:

- introduction of an indicative rate setting process;
- administrative budgeting for multiple years; and
- a corporate business planning process focusing on City Council's Strategic Priorities.

These aspects are recommended to be continued as part of the City's first MYBB. The proposed MYBB process for 2020/2021 is comprised of the following four key steps:

Step 1 – Develop the cost to maintain existing services such as expenditure growth, inflation and revenue estimates. This step can also be utilized to incorporate administrative priorities such as correction of base budgets and phase in of funding plans, ERP requirements or HR support.

Step 2 – Determine the property tax target. Utilize Step 1 in order to provide the Governance and Priorities Committee an overview of current and future year financial forecasts so that a property tax target can be set early in the process. This will form a critical basis for Administration to work within as options are developed aimed at achieving City Council's Strategic Priorities.

Step 3 – Develop Corporate Business Plans aimed at achieving City Council Priorities. This step will involve the use of cross divisional teams to discuss City Council's Strategic Priorities and develop options to progress their priorities.

Step 4 – Incorporate the Business Plans into the Budget process. This step involves the presentation and prioritization of Business Plan Options by City Council in order to achieve a balance between achieving City Council's Strategic Priorities within the directed property tax target and citizens' ability to pay.

The entire process including Steps 1 to 4 and associated timelines for 2019 are shown in Attachment 1.

New Multi-Year Budget Policy

The new MYBB Policy formalizes the steps for the development and ongoing support of an MYBB process. The proposed MYBB Policy (Attachment 2) outlines the following:

- overview of the Business Plan and Budget process;
- establishment of service-based budgets that focus on service levels;
- full-time equivalent/staffing guidance;
- types of adjustments that will be allowable in mid-year cycles; and
- guidance regarding corporate and departmental annual variances processes and requirement.

Currently, Council Policy Nos. C03-001 and C04-003 govern the Business Plan and Budget process. These policies are now redundant; therefore, the Administration is recommending that they be replaced with the proposed MYBB Policy.

Several key changes as the City of Saskatoon transitions to an MYBB, as outlined in the new policy, include:

1. The comprehensive MYBB document will only be completed in the first year of the cycle. Subsequent years of the process will include a summarized “Proposed Adjustment Document” to supplement the originally produced MYBB document. Adjustments to the approved MYBB document will be limited and only adjusted for the following circumstances:
 - City Council-directed changes to its Strategic Priorities and/or the City’s Strategic Plan that have financial impacts on service delivery;
 - Changes to operating impacts resulting from Capital Budget adjustments; and
 - Unanticipated external factors, such as:
 - budgetary, legislative or regulatory changes made by federal and provincial governments;
 - changes imposed on pension plan contributions, negotiated collective bargaining settlements and interest rates;
 - changes to economic forecasts that impact budgetary expenditures or revenues such as assessment growth; and
 - any other significant external factors as deemed by the City Manager or Chief Financial Officer.
2. Divisions will be required to submit monthly operating variance projections. Any operating program that is projected to exceed its budget outside of the thresholds established in the policy will develop a remediation plan.

This remediation plan shall include options such as, but not limited to, the deferral of hiring and the deferral or elimination of major expenses or reserve transfers. The remediation plan requires approval of the appropriate Department Head and the Chief Financial Officer.

If a remediation plan cannot be identified within the Service Line to offset the projected deficit while still providing the approved service levels, the projected deficit must be reported to the appropriate Standing Policy Committee as part of the mid-year and third quarter update if it is expected to be greater than \$250,000.

Options to the Recommendation

City Council can choose not to adopt the new MYBB Policy, or request further amendments. This option is not recommended as the new MYBB Policy is based on best practices gained from other municipalities and would put the City's ability to deliver an MYBB in 2020/2021 at risk.

Public and/or Stakeholder Involvement

The Chamber and North Saskatoon Business Association have been consulted regarding the concept and presentation format of an MYBB. Both organizations support the City's proposed presentation, with an increased focus on strategic priorities, service levels and performance metrics.

Communication Plan

The MYBB will be fully supported by a communication plan through a variety of tools which will create broad awareness around the many benefits of the new budget planning process. The new presentation format will be highlighted to stakeholders and citizens in a news release.

Policy Implications

Pending City Council approval, the MYBB Policy will take effect on April 1, 2019, and Council Policy Nos. C03-001 and C04-003 will be rescinded.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Administration will continue to monitor and amend the policy and procedure as required. Any required amendments to the MYBB Policy will be presented to City Council for approval.

Public Notice

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

Attachments

1. 2019 Process for the 2020/2021 Multi-Year Business Plan and Budget
2. Multi-Year Business Plan and Budget Policy

Report Approval

Written by: Clae Hack, Director of Finance

Approved by: Kerry Tarasoff, Acting City Manager

2020/2021 Multi-Year Business Plan and Budget.docx

2020/2021 Business Plan and Budget Process

2019 Dates	Preparation	Steps 1 & 2 - Cost to Maintain Service & Indicative Property Tax Target	Steps 3 & 4 - Business Plan Option Development	Budget Document & Agenda Development
Mid-Feb	Kick-off meeting with stakeholders			
Feb 1 - Mar 31		Administrative estimates on expenditure requirements including inflation, growth and revenues to maintain current service levels as well as Administration's priorities		
Mar 1 - Apr 15			Corporate Business Plan meetings are held to discuss City Council's Strategic Priorities and develop Business Plan Options	
Mar 18 GPC	MYB Process and Policy approval at GPC			
Apr 1 - 30		Department Head review and adjustments to administrative estimates to maintain current service levels		
June 1 - 30			Business Plan leads to present Business Plan Options to Department Heads	Entry for expenditure inflation, growth and revenues into system
June 17 GPC		GPC report on cost to maintain current service levels and approval of an indicative rate for 2020 and 2021		
July 1 - Aug 31				Business Plan and Budget Book narratives are written
July 22 GPC			Business Plan Options are Presented to GPC to achieve Strategic Priorities within indicative rate	

2020/2021 Business Plan and Budget Process

ATTACHMENT 1

2019 Dates	Preparation	Cost to Maintain Service	Business Plan Option Development	Budget Document & Agenda Development
July 22 - Aug 31			Business Plan Options are prioritized by City Council	
Sept 9 - 30				Department Head review of budget document and adjustments
Sept 23 GPC			Business Plan Options prioritized list is presented to GPC	
Oct 15				Business Plan and Budget document sent to print
Oct 25				Departmental Business Plan and Budget reports for agenda are due to Finance (rate reports and other decision items)
Oct 31				Finance Business Line reports for Business Plan and Budget Review due to Admin Team
End of Oct				Release of the 2020/2021 City of Saskatoon Multi- Year Business Plan and Budget document
Nov 20				Release of the 2020/2021 Business Plan and Budget Review Agenda
Nov 25 - 27				City Council Business Plan and Budget Review

CITY OF SASKATOON COUNCIL POLICY

NUMBER
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POLICY TITLE <i>Multi-Year Business Plan and Budget Policy</i>	ADOPTED BY: <i>City Council</i>	EFFECTIVE DATE
		REVISED
ORIGIN/AUTHORITY	CITY FILE NO.	PAGE NUMBER

1. PURPOSE

To establish the approach and other necessary requirements for planning and approving multi-year business plans and budgets.

2. DEFINITIONS

Indicative Rate – A targeted property tax rate used for Business Plan and Budget preparations as determined by City Council that provides Administration and the public with parameters around spending limits. It gives an indication and direction as to acceptable changes for property tax and other rates based on current financial forecasts and strategic direction.

3. SCOPE/EXCEPTIONS

3.1 Scope

This Policy applies to all City Departments, Divisions and Offices.

This Policy is subject to any specific provisions of *The Cities Act*, or any other relevant legislation, City Bylaw, or Collective Agreement, which, in cases of conflict, shall override this policy.

3.2 Exceptions

Unless the applicable Board adopts this Policy, it does not apply to the Statutory Boards, Controlled Corporations, the Board of Police Commissioners or the Saskatoon Public Library Board.

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4. GENERAL APPROACH

- 4.1 The City of Saskatoon shall take a multi-year approach to business planning and budgeting for all operating and capital programs, unless otherwise directed by City Council.
- 4.2 Subject to City Council approval, the term of a Multi-Year Business Plan and Budget shall not exceed four years.
- 4.3 The term of a Multi-Year Business Plan and Budget shall be for four years with the first year of the business plan and budget aligning with the second full year of a City Council term, unless a shorter term is agreed to by City Council.
- 4.4 In the year of general election, City Council shall, after being officially sworn-in, adjust and confirm the final year of an adopted Multi-Year Business Plan and Budget at a designated public meeting.
- 4.5 Each individual year of a Multi-Year Business Plan and Budget must be balanced with no negative or positive variances. Surpluses or deficits whether corporately, departmentally or program related cannot be rolled into subsequent years.

5. APPROVALS

- 5.1 City Council shall develop and approve its Strategic Priorities in the first full year of a Council term.
- 5.2 City Council shall approve indicative rates prior to compilation and presentation of the Multi-Year Business Plan and Budget.
- 5.3 Prior to the approval in subsection 5.2, the Administration shall present information to City Council, in a designated public meeting, sufficient for City Council to approve business plan and budget indicative rates and fees.
- 5.4 City Council shall approve a Multi-Year Business Plan and Budget in the year prior to the first year that the business plan and budget comes into effect.

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- 5.5 Subject to the limitations listed in subsection 7.3, City Council shall approve an operating and capital budget in each subsequent year of a Multi-Year Business Plan and Budget.

6. ADJUSTMENTS

- 6.1 In each year of an approved Multi-Year Business Plan and Budget, City Council may make adjustments to the current and future years of the business plan and budget. Adjustments shall be made once per year, near the end of the current fiscal year during specified dates as listed in an approved meeting calendar.
- 6.2 Notwithstanding subsection 6.1, Capital Budget adjustments may be made throughout the year subject to City Council approval.
- 6.3 Annual adjustments to the Operating and Capital Budgets shall be limited to the following circumstances, which may change previously approved future property tax rates:
- 6.3.1 City Council-directed changes to its Strategic Priorities and/or the City's Strategic Plan that have significant financial impacts on service delivery.
 - 6.3.2 Significant changes to operating impacts resulting from Capital Budget adjustments.
 - 6.3.3 Unanticipated external factors such as:
 - a) budgetary, legislative or regulatory changes made by federal and provincial governments;
 - b) changes imposed on pension plan contributions, negotiated collective bargaining settlements and interest rates;
 - c) changes to economic forecasts that impact budgetary expenditures or revenues, including assessment growth; or
 - d) any other significant external factors as deemed by the City Manager or Chief Financial Officer.

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7. REPORTING

- 7.1 The Administration shall provide mid-year, third quarter and year-end reports to City Council, through a designated Standing Committee of City Council, on the performance of the Corporation in relation to achieving City Council's Strategic Priorities and approved business plans and budgets.

8. ENGAGEMENT

- 8.1 Prior to tabling the Multi-Year Business Plan and Budget with City Council, the Administration shall undertake a community engagement process to obtain public input on the business plan and budget.
- 8.2 If the term of the Multi-Year Business Plan and Budget is four years, the Administration shall undertake a subsequent community engagement process at the mid-point of the cycle to help guide the final two years of the Business Plan and Budget.

9. PROCEDURES

- 9.1 This Policy delegates authority to the City Manager and/or Chief Financial Officer to adjust any necessary procedures as outlined in Appendix A of this document to ensure compliance with this Policy, except for City Council approval requirements and limits.

RELATED REFERENCES AND RESOURCES

The Cities Act
The Cities Regulations
The Capital Reserve Bylaw No. 6774
Council Policy C03-003 Reserve for Future Expenditures

REVISION HISTORY

Revision Date	Description

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Appendix A – Multi-Year Business Plan and Budget Procedures

1. PURPOSE

The Multi-Year Business Plan and Budget procedure is intended to provide guidance to operationalize the Multi-Year Business Plan and Budget Policy.

2. DEFINITIONS

- 2.1 Budget Documents – The primary budget documents shall include:
 - a) Multi-Year Operating Business Plan and Budget; and
 - b) Capital Budget and Five Year Capital Plan.
- 2.2 Indicative Rate – A targeted property tax rate used for Business Plan and Budget preparations provided by City Council that provides Administration and the public with parameters around spending limits. It provides an indication and direction as to acceptable changes for property tax and other rates based on current financial forecasts and strategic direction.
- 2.3 Operating Impact – Future costs that are required as a result of a capital project. This impact shall include all operating costs including, but not limited to, maintenance requirements, anticipated utility charges, programming costs or other life cycle costs. An annual allocation for future replacement shall be included as required in the Capital Reserve Bylaw (Bylaw No. 6774) or at the discretion of the City Manager or Chief Financial Officer.

3. OPERATING BUDGET

The City's Operating Business Plan and Budget process will be Business and Service Line oriented with emphasis placed on the approval and delivery of prescribed service levels within annual expenditure limits set by City Council.

The City will utilize a modified cash basis of accounting for the Operating Budget which includes the following:

- a) Operating revenues and expenditures to be budgeted for in the year that the expense or revenue relates to, not necessarily when the cash is received or paid;

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- b) Amortization expense will not be included in the Operating Budget, and future capital requirements will be funded based on the actual estimated future requirements, timing and ability to pay; and
- c) Transfers to Reserves will be identified as an expense in the Operating Budget.

3.1 First Year Operating Budget Process – Overview

The Multi-Year Business Plan and Budget process involves the following steps in the first year of the process:

- a) The estimating of expenditures and revenues in order to maintain the existing service level, including committed cost and Administrative Portfolio Priorities. The following process will be utilized:
 - i) corporate assumptions will be provided by the Finance Division regarding common assumptions such as fuel and utility rates, salary and benefit changes based on collective bargaining agreements, or any other relevant corporate estimates as deemed necessary by the Director of Finance;
 - ii) departmental budgets for revenue and expenses will be calculated based on provided corporate assumptions, departmental-specific revenue rate and volume impacts, as well as expenditure growth, legislative, committed costs, regulatory and inflation impacts;
 - iii) calculated budget requests will be reviewed and refined by the City Manager, Chief Financial Officer and other appropriate senior management; and
 - iv) estimates will then be presented to the appropriate Standing Policy Committee early in the year as a basis for determining the appropriate indicative rate.
- b) Development of Corporate Business Plan Options aimed at achieving Administration's and City Council's Strategic Priorities within the approved indicative rate. The following process will be utilized:

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- i) Business Plan Options will be reviewed and refined by the City Manager, Chief Financial Officer and other appropriate senior management, utilizing the Indicative Rate as a threshold for affordability; and
- ii) options will be presented to the appropriate Standing Policy Committee and prioritized for inclusion in the Business Plan and Budget process within the previously directed indicative rate.
- c) The preparation and approval of official budget documents.

3.2 Subsequent Year Operating Budget Process – Overview

Subsequent years of the City's Multi-Year Business Plan and Budget will follow an abbreviated process which will include:

- a) An administrative review of the proposed Multi-Year Business Plan and Budget which will consider any required adjustments related to the following circumstances:
 - i) City Council-directed changes to its priorities and/or the City's Strategic Plan that have financial impacts on service delivery;
 - ii) changes to operating impacts resulting from Capital Budget adjustments; and
 - iii) unanticipated external factors such as:
 - a) budgetary, legislative or regulatory changes made by federal and provincial governments;
 - b) changes imposed on pension plan contributions, negotiated collective bargaining settlements and interest rates;
 - c) changes to economic forecasts that impact budgetary expenditures or revenues such as assessment growth; and

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- d) any other significant external factors as deemed by the City Manager or Chief Financial Officer.
- b) Any significant identified changes will be brought forward to City Council Business Plan and Budget Reviews as part of a Proposed Adjustments document for consideration.
- c) The originally approved Multi-Year Business Plan and Budget document will not be updated based on changes made in subsequent years, but will instead be supplemented with the City Council Approved Adjustments Document, which will provide an overview of adjustments to the property tax, operating expenditures, operating revenues and capital projects.

3.3 Estimating Operating Expenditures Guidance

The preliminary estimating of operating expenditures will occur within the first quarter of the year as directed by the Chief Financial Officer or designate. These will be based on estimates to maintain existing service levels and will consider all cost aspects, including salaries, equipment, transfers to reserve and other operating costs. These operating expenditure estimates will consider the following factors:

- a) Defined Service Levels – All applicable divisions and associated Business and Service Lines will define their existing service levels which will be approved in the first year of a Multi-Year Business Plan and Budget cycle as included in the Business Plan and Budget document.
- b) Impact of Inflation – Identification of increases or decreases in prices and costs that have an impact on operating expenditures, including required reserve impacts. These impacts are required to be specifically defined and justified. For example, specific inflation drivers need to be identified such as contractual increases for snow and ice removal, wage increases as a result of collective bargaining agreements, and utility rate changes need to be identified instead of a blanket inflation assumption (CPI inflation to all operating expenditures).

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- c) Consumption – Historical results and future estimates of consumption as part of the estimating of operating expenditures. Examples of common changes to consumption include fuel, utilities, employee training and special/contracted services.
- d) Growth Impacts – Identification of specific growth impacts that will result in additional costs in order to maintain the existing service levels. These estimates will be based on relevant specific growth drivers such as: kilometers of roadway added for road maintenance costs, Capital Reserve Bylaw and policy requirements, new hectares of park/green space for parks maintenance costs, population increases for grants tied to per capita ratios or impacts of previously approved and constructed capital projects, as outlined in subsection 4.3(c)(i) of this appendix. These impacts will be verified annually to reaffirm the underlying assumptions.
- e) Continuous Improvement – Identification of cost decreases as a result of efficiencies or continuous improvement initiatives anticipated by the appropriate division.

3.4 Estimating Operating Budget Full-Time Equivalents

As part of the estimating of operating expenditures, any new full-time equivalents (FTEs) will be identified as part of this process. FTE requests resulting from growth or inflation requirements are required to be identified as part of the indicative rate process as outlined in subsection 3.1(a) of this appendix. The City Manager has the ability to implement new FTEs during the year, however, these must be included in the following years' Business Plan and Budget approval process. The following definitions and guidance will apply:

- a) If work demands and circumstances warrant an additional operational permanent position that will be required beyond a 36-month duration, they must be identified and included for approval as a permanent FTE through internal budget reviews.
- b) Positions not anticipated to be required beyond a 36-month duration and can be funded through existing budget allocations or external funding sources such as grants are not required to be included in the operating expenditure estimates as these positions are temporary in nature. These temporary positions must have a start and end date identified.

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- c) In exceptional circumstances and where a solid business case exists, at the end of a three-year term, positions may be renewed once for an additional 12 months with the approval of the Chief Human Resources Officer and Chief Financial Officer. Exceptions to these guidelines must be submitted by the Department Head to the Chief Human Resources Officer and Chief Financial Officer for review and comment, and to the City Manager for approval.

3.5 Estimating Operating Revenues

The preliminary estimating of operating revenues will occur within the first quarter of the year as directed by the Chief Financial Officer or designate. These estimates will consider all aspects impacting revenues including:

- a) Impact of Rates –The Administration will analyze current rates and include the impact of any proposed rate changes as part of the estimating of operating revenues.
- b) Impact of Volumes – The Administration will consider the impact of volumes/admissions as part of the estimating of operating revenues.
- c) New Types of Revenue – The Administration will identify and include any proposed new revenue sources as part of estimating operating revenues.

3.6 Operating Budget Accountability

The appropriate Director will be responsible for implementing and delivering programs and will be held accountable for achieving approved service levels within the approved budget.

The Finance Division will lead a monthly internal budget monitoring process to identify and address any projected budget variances.

The Administration will provide the Standing Policy Committee on Finance a mid-year forecast as at June 30 and September 30, as well as a comprehensive year-end report outlining the final operating surplus/deficit forecast and associated recommendations.

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3.7 Exceptions to the Approved Operating Budget

As part of the monthly budget monitoring process undertaken by the Finance Division, any Service Line that is projected to exceed its budget within the following thresholds will require a remediation plan:

- a) for net operating budgets greater than \$1,000,000 any variance greater than the lesser of \$250,000 or 5.00% of the net operating budget; or
- b) for net operating budgets less than \$1,000,000 any variance greater than \$50,000

This remediation plan shall include options such as, but not limited to, the deferral of hiring as well as the deferral or elimination of major expenses or reserve transfers. The remediation plan requires approval of the appropriate Department Head(s) and the Chief Financial Officer.

If a remediation plan cannot be identified within the Service Line to offset the projected deficit while still providing the approved service levels, this projected deficit must be reported to the appropriate Standing Policy Committee as part of the Corporate mid-year and third quarter updates if it is expected to be greater than \$250,000 of the approved budget. This report must include rationale as to why the negative variance exists, remediation options that have been explored and/or implemented, service level change options and funding strategy such as fiscal stabilization or offsets in other applicable Service Lines.

Where negative variances exist that are less than the \$250,000 of budget threshold, the City Manager, Chief Financial Officer and Department Head will be responsible for mitigating these variances and ensuring they can be absorbed within the City's overall Operating Budget.

4. CAPITAL BUDGET

The Capital Budget outlines all the City's proposed capital funding projects, the costs and funding sources. The Capital Budget shall capture the full cost of an entire component of the project in the approval year and not presented on a cash flow basis. A decision to undertake a capital project will be made objectively, with full knowledge of all relevant facts, including operating impact considerations in the request as outlined in subsection 4.3(c)(i).

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4.1 First Year Capital Budget Process

The Multi-Year Business Plan and Budget process for the Capital Budget involves the following steps in the first year of the process:

- a) The divisional preparation of an internal 10-year Capital Budget in order to align with approved service levels (rehabilitation and maintenance for example) and provide insight into the City's long-term capital requirements. Five years of this Capital Plan will be included in the Budget document, in alignment with City Council's Strategic Priorities.
- b) The Administration will review all proposals and recommend program and capital projects to City Council through the Multi-Year Business Plan and Budget document.
- c) The preparation and approval of official budget documents.

4.2 Subsequent Year Capital Budget Process

Subsequent years of the City's Multi-Year Business Plan and Budget will include an abbreviated process which will include:

- a) An administrative review of the proposed Capital Multi-Year Business Plan and Budget which will consider any required adjustments related to the following circumstances:
 - i) City Council-directed changes to its Strategic Priorities and/or the City's Strategic Plan that have impacts on the prioritization of capital projects; or
 - ii) unanticipated external factors such as new or adjusted Federal or Provincial Funding Programs, or any other significant factor as determined by the City Manager and Chief Financial Officer.
- b) Any identified changes will be brought forward to City Council Business Plan and Budget Reviews as part of a Proposed Adjustments document for consideration.

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- c) The originally approved Capital Multi-Year Business Plan and Budget document will not be updated based on changes made in subsequent years, but will instead be supplemented with the City Council Approved Adjustments document.

4.3 Estimating Project Costs

Capital projects proposals are to be accompanied by complete, reliable and realistically attainable estimates and include the following:

- a) Each estimate will be based on the most current information available. The Project Manager is responsible and will be held accountable for providing City Council with accurate project estimates.
 - i) Where Capital Budgets extend out further than 1 year in the overall Capital Plan, the Project Manager will estimate the future cost considering expected inflation rates, which will be provided by the Finance Division.
- b) Proposals will identify appropriate source(s) of funding.
 - i) All Capital Projects that have identified external or internal borrowing require approval of the Chief Financial Officer, or designate, prior to inclusion in the Capital Budget review process.
- c) Each proposal should indicate what the life cycle costs are of the project and the impact on future operating budgets (i.e. cost to operate and maintain the capital asset) to be known as operating impacts. The operating impact shall identify how these costs will be funded.
 - i) The first year of an operating impact shall be identified to be required in the year following completion of construction or implementation and account for appropriate projected inflation.

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- ii) Operating impacts are to be considered as a planning tool and will need to be re-justified during the year the budget ask is requested. Although operating impacts are identified, they may not be included in future budgets as they may be offset due to construction timing, continuous improvement, changes in market conditions or other efficiency gains.
 - iii) An Operating Impact Statement will be required in the budget document even if there is no operating impact. For example, roadway rehabilitation projects may have no operating impact as existing operating funds already exist for future maintenance.
 - iv) The operating impact shall include all operating requirements including, but not limited to, maintenance requirements, anticipated utility charges, programming costs, or other contracted costs. An annual allocation for future replacement shall be included as required in the Capital Reserve Bylaw (Bylaw No. 6774) or at the discretion of the City Manager or Chief Financial Officer.
- d) Each capital construction project shall include, where necessary, reasonable provision for contingencies.
- i) The amount set aside for contingencies shall correspond with industry standards and shall not exceed 10% (or a percentage determined by City Council) of the total project estimated cost.
 - ii) The contingency fund may, unless otherwise directed by City Council, be used only to compensate for unforeseen circumstances that arise requiring additional funds to complete the project according to the approved project scope and approved identified needs.

4.4 Estimating Capital Full-Time Equivalents

As part of the estimating of capital projects, any new full-time equivalents (FTEs) will be identified as part of this process. The City Manager has the ability to implement new FTEs during the year, however, these must be

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included in the following years' Business Plan and Budget approval process. The following definitions and guidance will apply:

- a) Capital full-time equivalents, in general, should be temporary in nature and tied to specific projects which have a defined start and end date. These temporary positions do not require identification in the Business Plan and Budget document.

Capital positions that are permanent in nature and relate to ongoing/annual capital rehabilitation/maintenance or are deemed to be a permanent requirement for other reasons, as identified by the Director, shall be included in the Business Plan and Budget document, including justification and rationale for the position.

4.5 Exception to Approved Capital Budgets

Each change in the approved Capital Budget requires the appropriate prior authorization. The following authorizations shall apply:

- a) Scope Changes – City Council approval is required for all changes in capital project scope. Examples of scope changes include changes of purpose or objectives, and these changes are significant enough to affect the service level of the association program(s) from that approved in the capital estimates.

Changes which do not affect the capital project scope require the appropriate Department Head approval.

- b) Over-Expenditures – Prior City Council approval is required to over-expend previously approved capital projects where the anticipated over-expenditure exceeds \$100,000 and cannot be balanced by other components within the same capital project. All other over-expenditures require City Manager approval.

All over-expenditure requests should be accompanied by a summary of all previous changes to the approved budget.

- c) Under-Expenditures – Under-expenditures of capital funds resulting from projects completed below budget shall be returned to the source in the same ratio as the original contribution.

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In the case of capital projects which have not been substantially started (i.e. in the opinion of the Director of Finance) by the end of the fiscal year, all financing shall be returned to the original source, as specified above, and the project shall be subject to reconsideration via the Capital Budget process.

4.6 Capital Budget Accountability

The appropriate Project Manager and Director will be responsible for implementing and delivering projects on time and within the approved Capital Budget.

As per subsection 4.5(b), if a capital project is anticipated to be overspent by \$100,000 and cannot be balanced by other components within the same capital project, the Project Manager, with the assistance of Finance Division, shall be required to report to the appropriate Standing Policy Committee the background on the project, the variance and recommended funding solution or scope change to balance the project.

The Administration shall provide City Council, at a minimum annually, with a Capital Project Status Report that provides information on all outstanding capital projects, including project expenditure projections, expenditures to date, variance to approved budget and projected expenditures and any other relevant notes.

5. RESPONSIBILITIES

5.1 City Council is responsible for:

- a) approving the final budget and the corresponding allocation of funds among programs; and
- b) reviewing performance in relation to approved budget.

5.2 City Manager is responsible for:

- a) approving over-expenditures as per sections 3.7 and 4.5 of this procedure;
- b) providing a corporate review of all budget proposals before submission to City Council; and

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- c) reviewing expenditures, revenues, and forecasts in relation to approved budgets and taking appropriate action.

5.3 Chief Financial Officer is responsible for:

- a) providing a corporate review of all budget proposals before submission to City Council; and
- b) reviewing expenditures, revenues, and forecasts in relation to approved budgets and taking appropriate action.

5.4 Director of Finance is responsible for:

- a) coordinating the preparation of annual budget documents for City Council approval;
- b) ensuring budget proposals comply with the Multi-Year Business Plan and Budget Policy and Procedures; and
- c) providing objective commentary on budget submissions.

5.5 Civic departments are responsible for:

- a) preparation of annual departmental budgets within the corporate guidelines prescribed by the Multi-Year Business Plan and Budget Policy and Procedures;
- b) preparing and submitting quarterly forecasts of expenditures and revenues; and
- c) reporting anticipated over-expenditures and/or revenue shortfalls.



GOVERNANCE AND PRIORITIES COMMITTEE

Election Agreement with Saskatoon's School Divisions

Recommendation of the Committee

1. That the City enter into a formalized, tri-partite election cost-sharing and responsibility agreement with Saskatoon Public Schools and Greater Saskatoon Catholic Schools, including the cost-sharing formula passed by Council on November 15, 1982;
2. That the City Solicitor be requested to prepare the necessary agreement as outlined within the report of the City Clerk dated March 18, 2019; and
3. That the Mayor and City Clerk be authorized to execute the agreement on behalf of the City of Saskatoon.

History

The Governance and Priorities Committee, at its meeting held on March 18, 2019, considered a report from the City Clerk regarding the above.

Attachment

Report of the City Clerk dated March 18, 2019

Election Agreement with Saskatoon's School Divisions

Recommendation

That the Governance and Priorities Committee recommend to City Council:

1. That the City enter into a formalized, tri-partite election cost-sharing and responsibility agreement with Saskatoon Public Schools and Greater Saskatoon Catholic Schools, including the cost-sharing formula passed by Council on November 15, 1982;
2. That the City Solicitor be requested to prepare the necessary agreement as outlined within this report; and
3. That the Mayor and City Clerk be authorized to execute the agreement on behalf of the City of Saskatoon.

Topic and Purpose

The purpose of this report is to obtain approval to develop a tri-partite agreement between the City of Saskatoon, Saskatoon Public Schools and Greater Saskatoon Catholic Schools. Such an agreement would formalize the existing practice of election cost-sharing along with the responsibilities of all parties prior to the 2020 municipal and school board elections.

Report Highlights

1. The formalization of municipal/school board election agreements is a standard practice.
2. An agreement will clarify the election duties of all parties, specify each party's proportionate share of the costs that are incurred with election processes, and assist with ongoing election readiness.

Strategic Goals

This report relates to the strategic goals of Continuous Improvement and Asset & Financial Sustainability. Formalizing an agreement with Saskatoon's school boards to support ongoing election readiness reinforces that high-quality election services will be delivered to citizens, while ensuring that public funds continue to be utilized in an effective and efficient manner.

Background

The Local Government Election Act allows for a council and a school board to enter into an arrangement with respect to the sharing of costs and the provision of services necessary for an election. Presently, the City conducts elections on behalf of Saskatoon's school boards in conjunction with general municipal elections. To compensate the City for these services, the school divisions have historically paid 50% of all costs associated with election activities. Each school division's portion of election expenses is then adjusted to reflect their percentage of declared taxable property assessments. This cost-sharing method was authorized on November 15, 1982, when City Council resolved that a net taxable property assessment based cost-sharing

formula be adopted for municipal and school board elections. City Council's resolution is included as Attachment 1 to this Report.

Report

The 1982 cost-sharing resolution sets out an equitable, transparent formula for covering ongoing election expenses between all parties. Using this formula, the City covers the full expenditure of an election, invoicing each school division after the conclusion of an election for their portion of incurred costs. In this way, the City undertakes a financial and leadership role to ensure municipal and school board elections are successfully administered. However, the provision of - and payment for - key services for Saskatoon's school board elections has historically been by way of an informal understanding. For instance, some of the key election services currently provided by the City as part of this understanding include: the procurement and management of election equipment and software; the lease of election office/warehouse space; facility rentals for election purposes; election worker recruitment, training and remuneration; and the administration of by-elections.

A review of comparable municipal jurisdictions indicates that a formalized agreement is a standard municipal practice. For instance, the City of Regina renewed its election expense-sharing agreement with its school divisions in 2016 and cities such as Halifax, NS, Greater Sudbury, ON and Red Deer, AB have had formalized election agreements in place with their school divisions for several years. Such agreements are typically reviewed and renewed prior to an election.

Preliminary discussions with administrative representatives from Saskatoon's two school divisions have taken place, with both expressing interest in pursuing a formalized agreement. A tri-partite agreement is recommended that includes the cost-sharing formula for the following:

- Vote tabulation equipment and related election management systems and software (including assistive voting devices and technology);
- Lease of election office/warehouse space and office equipment;
- Facility rentals and use of school facilities for election purposes;
- Personnel costs related to electoral management and the hiring, training and managing of temporary election workers;
- Administrative expenses such as advertising, telephone, printing, photocopying and postage;
- Expenses related to by-elections, recounts and other votes;
- Records management;
- Dispute resolution; and
- Means of review and renewal.

Options to the Recommendation

City Council can choose not to enter into a tri-partite election agreement with Saskatoon Public Schools and Greater Saskatoon Catholic Schools. Administration does not recommend this option. Opting not to enter into such an agreement may elevate financial, reputational, operational or legislative compliance risks to the City.

Administration values its relationship with Saskatoon's school divisions regarding the delivery of accessible and fair elections and seeks to effectively manage its risks to preserve and protect the City's reputation, resources and delivery of core services. Through its risk management program, City Council has previously acknowledged a low appetite for such risks.

Public and/or Stakeholder Involvement

Preliminary discussions with administrative representatives from Saskatoon's school divisions have taken place. Administration will continue to engage the appropriate representatives in related discussions on this matter.

Financial Implications

The total cost for the 2016 municipal and school board elections was \$535,811. The City's portion was \$267,906, Saskatoon Public Schools contributed \$196,412 and Greater Saskatoon Catholic Schools contributed \$71,493. While there are no direct financial implications stemming from this recommendation, a formalized agreement ensures that future election costs will continue to be equitably shared amongst all parties.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Pending Council's authorization to advance such an agreement and subject to approval by Saskatoon Public Schools and Greater Saskatoon Catholic Schools, an agreement is anticipated to be completed and signed by all parties by the end of Q4 2019.

Public Notice

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

Attachment

1. Council resolution dated November 15, 1982

Report Approval

Written by: Jennifer Brooks, Executive Intern, City Clerk's Office
Reviewed by: City Solicitor's Office; Nicole Garman, Corporate Risk Manager
Approved by: Joanne Sproule, City Clerk

Admin Report – Election Agreement with Saskatoon's School Divisions.docx

the user group is clear, reasonable and non-discriminatory, and, therefore, would be valid to apply in any zoning district which defines that the 'use' of land shall be for 'housing for the elderly'.

We feel that the same is true with respect to the definition of 'users' such as special care homes and student housing because in defining these 'uses' of land the reference to the 'users' is clear and non-discriminatory.

I would also point out that the Saskatchewan Human Rights Code does, in certain circumstances, allow housing authorities or landlords to discriminate on the basis of age."

RECOMMENDATION: that the above information be received.

ADOPTED.

Attachment 1

Section C - General Administration and Finance

C1) Local Government Elections Review Committee (File No. C. 265-1)

The membership of the Local Government Elections Review Committee consists of the City Commissioner, City Clerk, City Assessor (representing the City) and the Directors of Education, and Board Secretaries representing the two School Boards. The Committee met on November 1, 1982, for the purpose of determining a cost-sharing arrangement for future voting. The following proposals were considered:

1. Cost-Sharing Involving All Three Jurisdictions

A net taxable property assessment based cost-sharing formula for future Municipal/School Boards election costs is presented below:

$$E_i = \frac{N_i}{\sum N_i} \times 100$$

Where i = the jurisdiction(s) (Public School, Separate School, Municipal) involved in the election.

E_i = the percentage share of the total actual election costs (includes Voting and Voters' Lists expenditures).

N = the current net taxable assessment of the particular jurisdiction(s) involved in the election.

$\sum N_i$ = the summation of the net taxable assessments of the particular jurisdiction(s) involved in the election.

An example of the application of this formula to the current election follows:

i = all three jurisdictions, Public and Separate School Boards and Municipal.

Saskatoon, Monday, November 15, 1982

1982 Property Assessment

N (Public School) =	\$339,940,800
N (Separate School) =	126,742,110
N (Municipal) =	<u>466,682,910</u>
$\sum N_i =$	<u>\$933,365,820</u>
E (Public School) =	$\frac{339,940,800}{933,365,820} \times 100 = 36.4\%$
E (Separate School) =	$\frac{126,742,110}{933,365,820} \times 100 = 13.6\%$
E (Municipal) =	$\frac{466,682,910}{933,365,820} \times 100 = \underline{50.0\%}$
	<u>100.0%</u>

Applying these percentages to the approved 1982 estimates for Voting and Voters' Lists which total \$238,800, would result in the following cost sharing:

Public School:	\$238,800 x 36.4% = \$ 86,900
Separate School:	238,800 x 13.6% = 32,500
Municipal:	<u>238,800 x 50.0% = 119,400</u>

Total Election expenditures (1982 Approved Estimate)	<u>\$238,800</u>
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2. Costs Involving One Jurisdiction Only

In the case of a single jurisdiction, all costs would be the responsibility of that jurisdiction.

3. Costs Involving The Two School Boards Only

The application of the net taxable property assessment formula would result in both School Boards sharing all costs accordingly.

The net taxable property assessment would be that indicated on the revised roll, and confirmed by the Court of Revision, in the year in which the voting takes place.

The Committee is continuing its study of the situation where the City and one School Board are involved. With the municipal ward system, the City may possibly require less polling places than the School Board, to a cost disadvantage to the City. The Committee will be reporting on this situation in due course.

RECOMMENDATION: that City Council approve of the cost-sharing arrangement as detailed above.

ADOPTED.



GOVERNANCE AND PRIORITIES COMMITTEE

Governance Review – Civic Naming Committee

Recommendation of the Committee

1. That City Council delegate to The Civic Naming Committee the responsibility to organize the Names Master List by theme and priority of names;
2. That the Administration be responsible for assigning the names from the Names Master List to City streets and other municipally-owned or controlled facilities as prioritized by The Civic Naming Committee; and
3. That the required amendments to Policy No. C09-008, *Naming of Civic Property and Development Areas Policy* be made.

History

The Governance and Priorities Committee, at its meeting held on March 18, 2019, considered a report from the City Solicitor regarding the above.

Attachment

Report of the City Solicitor dated March 18, 2019

Governance Review – Civic Naming Committee

Recommendation

That the Governance and Priorities Committee recommend to City Council:

1. That City Council delegate to The Civic Naming Committee the responsibility to organize the Names Master List by theme and priority of names;
2. That the Administration be responsible for assigning the names from the Names Master List to City streets and other municipally-owned or controlled facilities as prioritized by The Civic Naming Committee; and
3. That the required amendments to Policy No. C09-008, *Naming of Civic Property and Development Areas Policy* be made.

Topic and Purpose

This report is in follow up to the report submitted to the June 18, 2018 Governance and Priorities Committee (“GPC”) meeting respecting the Governance Review of the City’s Advisory Committees.

This report is requesting revisions to the mandate of The Civic Naming Committee from what was resolved by City Council on June 25, 2018, and is requesting that the necessary amendments to *Policy No. C09-008, Naming of Civic Property and Development Areas Policy* be made to reflect the mandate of The Civic Naming Committee.

Strategic Goals

This report supports the Strategic Goals of Continuous Improvement and Quality of Life as it supports City Council in providing good governance to the citizens of Saskatoon.

Report

At its Regular Business Meeting on June 25, 2018, City Council resolved, in part:

“That the Naming Advisory Committee no longer be classified as an advisory committee and that it be renamed The Civic Naming Committee and revised Terms of Reference and amendments to *Policy No. C09-008, Naming of Civic Property and Development Areas Policy* be made in accordance with the resolution package from the minutes of the Naming Advisory Committee meeting held on March 8, 2018, included at Attachment 4.”

Part of the Naming Advisory Committee recommendation was the “responsibility for selection of names being reassigned to the Committee itself (vs. the Mayor) as a delegated authority and reported to Council through SPC for information only”.

During consultation with the Administration to develop the revised Terms of Reference and to amend *Policy No. C09-008, Naming of Civic Property and Development Areas Policy*, a concern was raised by the Administration regarding the timely assignment of names from the Names Master List should the assignment of names from the List require an actual meeting of the Committee. To ensure the timely assignment of names, the Administration and the Governance Subcommittee are recommending that City Council delegate to The Civic Naming Committee the responsibility to organize the Names Master List in accordance with theme and priority, rather than the responsibility to actually select the names. The members of the Administration who are appointed to The Civic Naming Committee would automatically assign to the street or municipally-owned or controlled facility the names in accordance with the priority sequence. This would alleviate the need to call a meeting of the Committee every time the routine assignment of a name is required, with the exception of selection of names for major municipally-owned or controlled facilities.

This process would not apply to major municipally-owned or controlled facilities, such as bridges or other large infrastructure projects. In those cases, a resolution of City Council would still be required. This exception would be reflected in the Policy.

Options to the Recommendation

GPC could choose not to adopt the recommendation that the Administration be responsible for assigning the names from the Names Master List to City streets and other infrastructure according to theme and priority determined by The Civic Naming Committee. This is not recommended given the timeliness required, on occasion, to assign a name to a street or other municipally-owned or controlled facilities. To require that a meeting of The Civic Naming Committee occur every instance a name must be assigned could be challenging when names must be assigned on an expedited basis. The delegation of authority to The Civic Naming Committee to organize the Names Master List by theme and priority, and to the Administration to assign the names as prioritized, creates efficiency while maintaining control and oversight of the names chosen by The Civic Naming Committee.

Public and/or Stakeholder Involvement

The current members of the Administration appointed to the Naming Advisory Committee were engaged as described in this report.

The Naming Advisory Committee considered this report at its meeting on March 11, 2019.

Communication Plan

Appropriate communications will ensue depending on the direction of GPC and City Council.

Policy Implications

The various policy implications have been identified throughout this report.

Public Notice

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

Report Approval

Written by: Christine G. Bogad, Director of Municipal & Administrative Law
Shellie Bryant, Deputy City Clerk
Candice Leuschen, Executive Assistant to the City Solicitor
Reviewed by: Joanne Sproule, City Clerk
Approved by: Patricia Warwick, City Solicitor

Admin Report – Civic Naming Committee.docx
Our File: SO 171.0056



GOVERNANCE AND PRIORITIES COMMITTEE

2019 Annual Appointments – Civic Naming Committee

Recommendation of the Committee

That Councillors Davies, Dubois and Iwanchuk be appointed to the Civic Naming Committee for 2019.

History

The Governance and Priorities Committee, at its meeting held on March 18, 2019, considered Council member appointments to the Civic Naming Committee.



GOVERNANCE AND PRIORITIES COMMITTEE

City Council Endorsement – Councillor D. Hill – Candidacy for FCM Board of Directors’ Third Vice-President

Recommendation of the Committee

That Saskatoon City Council endorse Councillor Darren Hill in his candidacy for Third Vice President of the Federation of Canadian Municipalities at the upcoming annual convention.

History

The Governance and Priorities Committee, at its meeting held on March 18, 2019 was advised by Councillor Hill during verbal updates, of his intent to run for Third Vice-President of the Federation of Canadian Municipalities Board of Directors, to be elected at the annual convention in Quebec May 30 – June 2, 2019.

Your Committee was in unanimous support to endorse his candidacy and accordingly, submits the above recommendation.



STANDING POLICY COMMITTEE ON TRANSPORTATION

Active Transportation Implementation Plan

Recommendation of the Committee

That the Active Transportation Implementation Plan be endorsed.

History

At the March 4, 2019 Standing Policy Committee on Transportation meeting, a report of the General Manager, Transportation & Construction dated March 4, 2019 was considered.

Your Committee also resolved that the report of the General Manager, Transportation and Construction dated March 4, 2019 be forwarded to the Saskatoon Environmental Advisory Committee for information.

Further, your Committee has requested that at the time of receiving the funding plan as part of the Transportation Master Plan, the Administration provide options for accelerating phased-in funding for addressing missing sidewalks and curb ramps.

Attachment

March 4, 2019 report of the General Manager, Transportation & Construction.

Active Transportation Implementation Plan

Recommendation

That the Standing Policy Committee on Transportation recommend to City Council:
That the Active Transportation Implementation Plan be endorsed.

Topic and Purpose

The purpose of this report is to present the Active Transportation Implementation Plan for endorsement.

Report Highlights

1. Since the Active Transportation Plan (AT Plan) was approved by City Council in June 2016, the program has made significant strides in implementation.
2. A plan showing the 5-year and 10-year project list for the infrastructure expansion of the All Ages and Abilities (AAA) cycling network is provided.
3. A plan showing the 5-year project list for the infrastructure expansion of the sidewalk network is provided.
4. An overview of the education and promotion program, and the operational program is provided.
5. An overall implementation strategy is provided.
6. A funding strategy will be presented in a future Administrative report as part of the Transportation Master Plan.

Strategic Goal

This report supports the Strategic Goal of Moving Around through improvements to the length and quality of the walking and cycling network, and the relative modal share of people using transit, walking, and cycling.

Background

At its meeting held on April 25, 2016, City Council approved the Growth Plan, in principle. In order to meet the needs of the Growth Plan, as outlined in Attachment 1, a number of targets were established in the Growth Plan and AT Plan in order to mitigate future traffic congestion and infrastructure needs, including mode share as follows:

- Transit – increase from 4% to 8% of all trips, and from 10% to 25% for peak period to the Downtown and University areas.
- Cycling – increase from 4% to 8% of all trips and from 2% to 4% of commute trips.
- Walking – increase from 8% to 16% of all trips, and from 5.5% to 11% of commute trips.

City Council at its meeting held on June 27, 2016, considered the report Active Transportation Plan, and resolved:

- “1. That City Council recognize and approve, in principle, the long-term benefits of the vision, goals, targets, and key directions of the Active Transportation Plan;
2. That the Active Transportation Plan be implemented in a phased, incremental approach, requiring specific implementation plans in five-year increments; and
3. That the Administration report back with an implementation plan for the period of 2017 to 2021 with specific action items, funding and staffing resources identified.”

Report

Progress to Date

The AT Plan identifies key directions and action items to improve active transportation facilities, policies and standards, support programs, and education and awareness initiatives over the next 30 to 40 years. Since being endorsed by City Council in June 2016, the AT Plan has made significant strides in implementation, specifically:

- Formation and regular meetings of the Active Transportation Advisory Group;
- Review and update of the Bicycle Bylaw underway;
- Review and update of the active transportation-specific design standards underway;
- Development of a Downtown AAA Cycling Network is nearing completion;
- Key infrastructure projects implemented: Victoria Avenue Cycle Track, 33rd Street multi-use pathway; and West-Central Multi-Use corridor;
- Addition of 5.0 kilometres of new sidewalk and 44 new pedestrian accessibility ramps due to \$1.7 Million of Public Transit Infrastructure Fund (PTIF) funding in 2016 and 2017; and
- Functional planning completed for 19th Street and the Downtown AAA Cycling Network.

By the end of 2018, a total of 192 kilometres of cycling specific infrastructure was constructed, surpassing the 2023 target of 188 kilometres of cycling specific infrastructure.

To support the Active Transportation program, a permanent Active Transportation Program Manager was hired in 2017, and in early 2019 a permanent Transportation Engineer dedicated to Active Transportation will be hired.

The AT Plan contains 88 action items: 3 action items are complete, 45 action items are part of the Administration’s daily operations; 32 action items are currently underway; and 8 action items are not yet started. A complete list of the action items and their current progress can be found in each of the attachments.

Cycling Program

The Cycling Program addresses 12 of the 88 recommendations within the AT Plan. Details of the Cycling Program are included in Attachment 2 and includes the following primary components:

Active Transportation Implementation Plan

Primary Components	Description
Cycling Network Expansion	<ul style="list-style-type: none">• Building on the recommended network streets proposed within the AT Plan, as well as alignment with the Major Projects' Asset Preservation Plan, a map has been prepared showing the 5 and 10-year plans for AAA cycling infrastructure expansion.• Over the next two years, the following initiatives will be completed:<ul style="list-style-type: none">○ conduct a detailed review of proposed cycling routes,○ prioritize routes for implementation,○ prepare designs for construction, and○ develop cost estimates.
Existing Cycling Network Enhancements	<ul style="list-style-type: none">• Work is currently ongoing to improve the existing facilities by implementing:<ul style="list-style-type: none">○ consistent signing of conflict points,○ pavement markings,○ signing of bicycle routes,○ improving transitions between facility types, and○ looking for opportunities to introduce signal detection and push buttons.
Cycling Support Strategy	<ul style="list-style-type: none">• To support the investment in expanding cycling infrastructure, the Administration is working on a cycling support strategy that includes:<ul style="list-style-type: none">○ bike parking,○ bike repair stations, and○ bike share opportunities.

Sidewalk Program

The Sidewalk Program addresses 5 of the 88 recommendations. Details of the Sidewalk Program are included in Attachment 3 and primarily addresses the Sidewalk Infill and Curb Ramp Programs.

Program	Description
Sidewalk Infill Program	<ul style="list-style-type: none">• A map has been prepared showing the 5-year plan for sidewalk infrastructure expansion.• Next steps for the Sidewalk Infill Program include:<ul style="list-style-type: none">○ conduct a detailed review of the database of missing sidewalks,○ prioritize the sidewalks for implementation,○ prepare designs for construction, and○ develop cost estimates.
Curb Ramp Program	<ul style="list-style-type: none">• The database of missing pedestrian accessible ramps in the city indicates 3,300 curb ramps require construction.• These ramps are installed at locations alongside Major Projects' Asset Preservation Plan, or in conjunction with crossing improvements such as Pedestrian Actuated Signals, to maximize infrastructure improvements and realize cost savings.

Education and Promotion Program

The Education and Promotion Program addresses 17 of the 88 recommendations within the AT Plan. These recommendations fall into: Wayfinding, Educational, and Promotional Strategies. Components of each strategy are currently underway and an overview is provided in Attachment 4.

Operational Program

The Operational Program addresses 54 of 88 recommendations in the AT Plan. This program consists of Bylaws, Policies, Standards, and Guidelines that govern everyday Administrative operations. Additionally, many of the recommendations are considered standard operations and may be implemented through other programs or portfolios of work currently underway. While they may not be directly addressed by the AT Implementation Plan, they are an important part of the City's daily operations. An overview of the recommendations that make up the Operations are included in Attachment 5.

Overall Implementation Strategy

Key Components	Description
Integration with Standard Practices	<ul style="list-style-type: none">• Administration has incorporated active transportation as a standard consideration in all transportation related projects.• Two base questions being asked during project development and construction are:<ol style="list-style-type: none">1. How are pedestrians being accommodated?2. How are cyclists being accommodated?• Successful examples of active transportation facilities being included are construction of McOrmond Drive through Aspen Ridge and the Imagine Idylwyld planning project.
Leverage other Projects	<ul style="list-style-type: none">• Cost savings can be achieved for active transportation facilities when efficiencies are realized through bundling various civic works into one construction project.• An example is the Victoria Avenue Raised Cycle Track, completed as part of the water main and lead service line replacement projects along Victoria Avenue.
Shelf-Ready Projects	<ul style="list-style-type: none">• Historically arterial road expansion projects such as Claypool Drive future extension west, or 8th Street future extension east, have functional plans completed well in advance of construction, and can proceed to the detailed design and construction phases without delay.• As many active transportation projects will be retrofit onto existing streets, there is a longer lead time required to reach the construction phase. Completing more conceptual and functional plans, including public engagement, will provide community and City Council endorsement, as well as a refinement of cost estimates earlier, all vital to reaching the construction phase earlier.
Leverage all Funding Opportunities	<ul style="list-style-type: none">• Active transportation projects are prime targets for Provincial and Federal funding due to their reduction in greenhouse gas emissions, and support of mode split away from the single-passenger vehicle.• Examples include receiving funding from Rail Safety Improvement Program funding for the West-Central Multi-Use Pathway project, and from the Public Transit Infrastructure Fund for sidewalks and accessible ramps.• Achieving a healthy backlog of shelf-ready active transportation projects will enable the submission of timely and appropriately detailed applications in response to various funding opportunities.
Measure and Report Progress	<ul style="list-style-type: none">• As part of the Transportation Master Plan, the Administration plans on annually reporting on the progress of the plan.

Options to the Recommendation

City Council may choose not to endorse the implementation plan as presented. In this case, the Administration would require direction from City Council on how to proceed.

Public and/or Stakeholder Involvement

Residents and key stakeholder groups were consulted throughout the development of the AT Plan to ensure broad and balanced input was collected and integrated. Additionally, the Active Transportation Advisory Group was formed in 2017 to provide guidance on active transportation.

Communication Plan

The Active Transportation Implementation Plan will be shared with residents by posting the information on the City website. The plan will also be shared with the Active Transportation Advisory Group and the member organizations will be asked to share with their membership.

Policy Implications

Implementation of the AT Plan impacts existing City policies and bylaws. Changes to existing policies and bylaws, or the introduction of new policies and bylaws, will be brought forward to the Standing Policy Committee on Transportation and City Council through separate reports as required.

Financial Implications

The implementation of the AT Plan will have financial implications. A preliminary estimate is provided in Attachment 6. As part of the Transportation Master Plan, an Administrative report will be provided in the second half of 2019 that provides a 5 to 10-year financial plan that includes all types of transportation projects. The report will provide a list of prioritized projects, with current funding levels, funding gaps, and potential funding all identified. This report will provide the opportunity to compare active transportation projects with other transportation-related projects such as Intelligent Transportation Systems, Neighbourhood Traffic Review permanent implementation, high-speed roadside safety, intersection improvements, etc. in a more objective manner.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

A funding strategy supporting the Transportation Master Plan is planned for the second half of 2019.

Public Notice

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

Attachments

1. Need for the Growth Plan
2. Cycling Program
3. Sidewalk Program
4. Education and Promotion Program
5. Operational Program
6. Active Transportation 2020-2030 Financial Requirements

Report Approval

Written by: Danae Balogun, Active Transportation Program Manager
Reviewed by: David LeBoutillier, Acting Engineering Manager, Transportation
Jay Magus, Acting Director of Transportation
Approved by: Angela Gardiner, General Manager, Transportation & Construction
Department

Admin Report - Active Transportation Implementation Plan .docx

Need for the Growth Plan

The Growth Plan initiatives respond to a number of imperatives facing Saskatoon:

- a) Sustained annual population growth ranging between 1.9% and 3.7% since 2007 – With a sustained growth rate of 2%, the city can be expected to grow to a population of 500,000 in approximately 30 years.
- b) Financial costs of growth – In 2009, the City Manager appointed a Future Growth Team to review the funding model and develop a strategy to meet the needs of growth. The team concluded that fundamental changes are necessary in the City's approach to transit, transportation, and land use, to ensure the long-term financial sustainability of the City.
- c) Community Vision – The Saskatoon Speaks initiative identified that changes in how the City plans for growth and moving around were necessary to align with the expectations and values of the community. The Strategic Plan 2012-2022 addresses these goals of Sustainable Growth and Moving Around through an "Integrated Growth Plan".
- d) Growth Plan – This plan, and its supportive initiatives, identified the negative implications of continued "business-as-usual" growth including increasing traffic congestion and roadway infrastructure costs, reduced level of transit service and growth that is imbalanced and unsustainable.
- e) Targets – in order to mitigate future traffic congestion and infrastructure needs, the Growth Plan and Active Transportation Plan identify a number of targets necessary to achieve their objectives:
 - i) Mode Share
 - Transit – increase from 4% to 8% of all trips, and from 10% to 25% for peak period to the Downtown and University areas.
 - Cycling – increase from 4% to 8% of all trips and from 2% to 4% of commute trips.
 - Walking – increase from 8% to 16% of all trips, and from 5.5% to 11% of commute trips.
 - ii) Transit Service Levels – increase to between 1.8 and 2.0 service hours per capita by increasing annual service hours by between 2.5% to 3%.

ACTIVE TRANSPORTATION IMPLEMENTATION PLAN

Cycling Program

Providing a complete and interconnected network of bicycle facilities throughout Saskatoon is critical to supporting and encouraging more cycling. Expanding and enhancing Saskatoon's bicycle network will require a combination of strategies, including upgrading existing facilities to address safety concerns, ensuring that new neighbourhoods and infill areas have adequate places for cycling and addressing gaps in the existing bicycle network.

The Cycling Program addresses 12 of the 88 recommendations within the Active Transportation Plan (AT Plan). This program includes the Cycling Network Expansion Program, Existing Cycling Network Enhancement Program, and the Cycling Support Strategy.

Cycling Network Expansion

The AT Plan proposed a long term bicycle network for Saskatoon, based on road classification, neighbourhood context, and existing conditions. The design and implementation of each proposed route requires a detailed assessment to determine the appropriate cycling facility type. Considering the recommended network streets proposed within the AT Plan, as well as alignment with the Major Projects' Asset Preservation Plan, the Administration has prepared a map showing the 5- and 10-year plan for AAA cycling infrastructure expansion.

The next steps for the Cycling Network Expansion Program include conducting a detailed review of proposed cycling routes, prioritizing routes for implementation, preparing designs for construction, and developing cost estimates.

Existing Cycling Network Enhancements

In addition to the proposed AAA cycling routes identified on the Cycling Network Expansion Map, the Administration is looking at opportunities to implement non-AAA cycling routes, such as on-street bike lanes, to complement the AAA network. These routes have not been included in the map.

Moreover, the Administration is currently working on making improvements to the existing facilities by implementing consistent signing of conflict points, pavement markings, signing of bicycle routes, improving transitions between facility types, and looking for opportunities to introduce signal detection and push buttons.

























Cycling Support Strategy

To support the investment in expanding cycling infrastructure, the Administration is also working on a Cycling Support Strategy that includes bike parking, bike repair stations, and exploring bike share opportunities.












AT Plan Action Items

The following table identifies the action items from the AT Plan that are addressed through the Cycling Program and their progress to date. Progress on the action items refers to progress made in the planning phase and does not necessarily represent progress in the implementation phase.

Table 1: Cycling Program - AT Plan Action Item Progress Tracking

CYCLING PROGRAM		
Theme	Action Item	Progress
	Action 1B.1: Develop a complete and connected bicycle network for all ages and abilities throughout Saskatoon.	
	Action 1B.2: Develop a downtown network of all ages and abilities bicycle facilities.	
	Action 1B.3: Support regional connections to surrounding communities.	
	Action: 1C.1: Improve walking and cycling access to existing bridges, underpasses and overpasses.	
	Action 1C.5: Provide enhanced bicycle crossings where bicycle facilities intersect with arterial streets.	
	Action 1C.6: Install enhanced bicycle signal crossings on bicycle routes at existing signals.	
	Action 3A.1: Develop requirements for short-term and long-term bicycle parking and other end-of-trip facilities for new developments.	
	Action 3A.2: Demonstrate leadership and ensure adequate bicycle parking is provided at all City of Saskatoon owned and operated facilities.	
	Action 3A.3: Continue to work with business improvement districts and other partners to implement short-term bicycle parking and other end-of-trip facilities within public space.	
	Action 3A.5: Work with business improvement districts and other partners to develop an on-street bicycle corral program.	
	Action 3A.7: Implement bicycle repair and maintenance stations at key locations throughout the city.	
	Action 3B.6: Conduct a bike share feasibility study.	

Legend

	Connectivity		Convenience		Maintenance & Accessibility
	Safety & Security		Land Use & Growth		Education & Awareness
	Not Started		Started		Underway
			Nearing Completion		Completed or Ongoing

Cycling Infrastructure Expansion Plan 2020-2030

The following projects have been identified as priority for implementation (these projects require additional design work to determine facility type and cost).

Table 2: Cycling Infrastructure Expansion Plan 2020-2025

Project Name	Project Limits	Length (KM)
Downtown AAA Cycling Network		
19 th Street [^]	Avenue A to 4 th Avenue	0.5
23 rd Street [^]	Idylwyld Drive to Spadina Crescent	1.0
3 rd Avenue [^]	19 th Street to 25 th Street	1.0
City-wide Cycling Network		
14 th Street	Cumberland Avenue to Saskatchewan Crescent	1.4
31 st Street [*]	Edmonton Avenue to Avenue P	0.8
3 rd Avenue [*]	25 th Street to Queen Street	0.4
Dudley Street [*]	Dudley Avenue to Avenue P	1.0
Victoria Avenue [*]	8 th Street to Taylor Street	0.8
TOTAL KILOMETRES		6.9

[^]Subject to confirmation of north-south route through downtown by City Council.

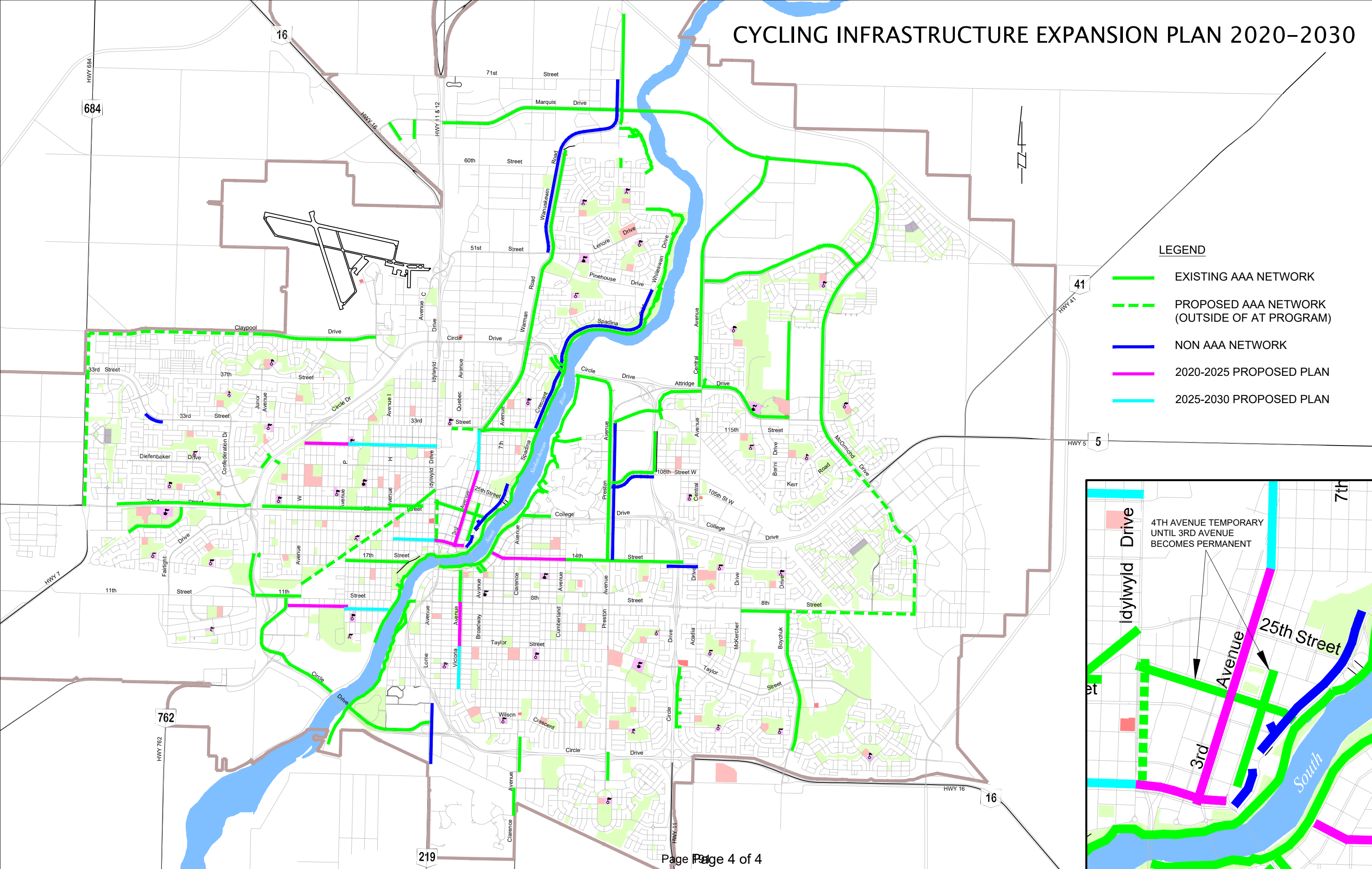
^{*}These projects include opportunities to align work with Major Project's Asset Preservation Plan.

Table 3: Cycling Infrastructure Expansion Plan 2025-2030

Project Name	Project Limits	Length (KM)
19 th Street	Avenue H to Avenue A	0.75
31 st Street	Avenue P to Idylwyld Drive	1.6
3 rd Avenue	Queen Street to 33 rd Street	0.8
Dudley Street	Avenue P to Spadina Crescent	1.0
Victoria Avenue	Taylor Street to Ruth Street	0.8
TOTAL KILOMETRES		4.95

The proposed timing for implementation is subject to funding availability and may change. Projects identified for 2020-2025 have been prioritized due to their connectivity to existing AAA routes as well as opportunities to align with other road work being completed in the area.

CYCLING INFRASTRUCTURE EXPANSION PLAN 2020-2030



ACTIVE TRANSPORTATION IMPLEMENTATION PLAN

Sidewalk Program

Expanding and enhancing the sidewalk network supports the goals of creating more places for walking, safer walking and making walking a more convenient and attractive choice for moving around. A lack of sidewalks can discourage people from walking as they are forced to walk on the street or on unpaved areas beside the street. This is not only less accessible and desirable, it is also unsafe.

The Sidewalk Program addresses 5 of the 88 recommendations. This program primarily addresses the Sidewalk Infill Program and Curb Ramp Program. Both programs look for opportunities to collaborate with other projects and programs, such as the Major Projects' Asset Preservation Plan, to achieve cost savings.

Sidewalk Infill Program

The sidewalk infill program focusses on eliminating gaps in the existing sidewalk network by installing new sidewalk where it is missing. The program prioritizes locations that are missing sidewalk on both sides of the street, locations that have a high pedestrian demand (such as streets that provide access to schools, senior's centres, community centres, parks, hospitals and other neighbourhood destinations), as well as locations identified through other studies or programs, such as Neighbourhood Traffic Reviews. All missing sidewalks are prioritized using the factors noted above and assigned a priority 1, 2 or 3.

The Administration has prepared a 5-year plan for sidewalk infrastructure expansion. The projects listed in Table 2 capture:

- priority 1 and priority 2 infill locations for arterial and collector streets where sidewalks are missing on both sides (primarily in residential and commercial areas) and
- priority 1 infill locations for local streets where sidewalks are missing on both sides.

All locations identified require a detailed review to determine feasibility of construction.

At current funding levels of \$100,000 annually, the nearly 10 kilometres of sidewalk infill locations identified in Table 2 will take approximately 50 years to implement in today's dollars. It should be noted that there are a significant number of priority 2 and priority 3 missing sidewalks that are not captured in this list, especially in older neighbourhoods and industrial areas. These locations are not included in Table 2 as they are beyond the 5-year sidewalk expansion plan.

The next steps for the Sidewalk Infill Program include conducting a detailed review of the database of missing sidewalks, prioritizing the sidewalks for implementation, preparing designs for construction, and developing cost estimates.

Curb Ramp Program

Transportation maintains a database of missing pedestrian accessible ramps in the city.

The database currently indicates there are approximately 3,300 missing ramps in the city. The following funding has been provided for curb ramp installations for the past three years:

- 2017: no funding was provided by for Curb Ramps, but some ramps were installed through the Public transit Infrastructure Funds (PTIF).
- 2018: \$100,000 of funding was allocated for curb ramp installations.
- 2019: \$200,000 of funding was allocated.

Should funding levels remain at \$200,000 per year, it will take approximately 55 years to address all missing ramp locations in today's dollars.










AT Plan Action Items

The following table identifies the action items from the AT Plan that are addressed through the Sidewalk Program and their progress to date. Progress on the action items refers to progress made in the planning phase and does not necessarily represent progress in the implementation phase.

Table 1: Sidewalk Program - AT Plan Action Item Progress Tracking

SIDEWALK PROGRAM		
Theme	Action Item	Progress
	Action 1A.2: Eliminate gaps in the sidewalk network on major roads.	
	Action 1A.3: Improve the City's sidewalk infill program to address gaps in the sidewalk network on local roads.	
	Action 1A.4: Develop a sidewalk improvement program to widen sidewalks that do not meet minimum standards or in areas of current or future high pedestrian activity.	
	Action 1A.5: Seek opportunities to implement new sidewalks in conjunction with other projects, plans or developments.	
	Action 5C.2: Provide accessible curb ramps with tactile features at intersection locations within the city.	

Legend

 Connectivity	 Convenience	 Maintenance & Accessibility
 Safety & Security	 Land Use & Growth	 Education & Awareness
 Not Started	 Started	 Underway
 Nearing Completion	 Completed or Ongoing	

Sidewalk Infrastructure Expansion Plan 2020-2025

The following projects have been identified as priority for implementation.

Table 2: Sidewalk Infrastructure Expansion Plan 2020-2025

Project Name	Project Limits	Length (m)
11 th Street West	Avenue P to Dawes	689
18 th Street	Avenue U S to Avenue S South	192
23 rd Street	Whitney Avenue to Avenue Y North	697
23 rd Street	Avenue W N to Avenue P North	84
51 st Street	Faithful Avenue to Wanusekewin Drive	1766
Adelaide Street	Ewart Avenue to Cumberland Avenue	86
Avenue I North	North of 31 st Street to Cul-de-Sac	130
Avenue W	Appleby Drive to 11 th Street West	408
Balmoral Street	Prince of Wales Avenue to Spadina Crescent	135
Bedford Road	Ottawa Avenue to Avenue T North	717
Dudley Street	Avenue P S to Avenue N South	184
Dufferin Avenue	Taylor Street to 1 st Street	492
Dufferin Avenue	2 nd Street to 8 th Street	91
Emerson Avenue	Back lane to 8 th Street	110
Grant Street	North of Spark Avenue	218
Howell Avenue	Kusch Cres to Avenue I North	172
Louise Avenue	8 th Street to Main Street	374
McPherson Avenue	Taylor Street to 7 th Street	466
McPherson Avenue	Ruth Street to Elm Street	1112
Prince of Wales Avenue	Lane East of Empire Avenue to Spadina Cres	344
Quebec Avenue	33 rd Street to 38 th Street	563
St. Henry Avenue	Hilliard Street to Isabella Street	186
Victoria Avenue	Ruth Street to Ash Street	80
Victoria Avenue	Adelaide Street to Elm Street	101
Victoria Avenue	Maple Street to Taylor Street	76
Wiggins Avenue	8 th Street to 10 th Street	275
TOTAL METRES		9,748

The above noted projects have been prioritized using the following criteria:

Priority	Description
1	Locations where no sidewalk exists on either side of the roadway, and locations identified in Neighbourhood Traffic Reviews, Corridor Studies, or other transportation studies or programs.
2	Locations around high pedestrian areas, such as parks, schools, transit and public facilities, as well as areas with clear desire lines.
3	Locations that have a sidewalk along one side of the roadway and are not on a pedestrian corridor leading to a park, school, senior citizen's complexes or public facilities.

Arterials and collectors where sidewalks are missing may be prioritized over locals depending on land use context. Arterials and collectors typically have higher traffic volumes and speeds than locals which can increase the safety risk for pedestrians using the street without a facility.

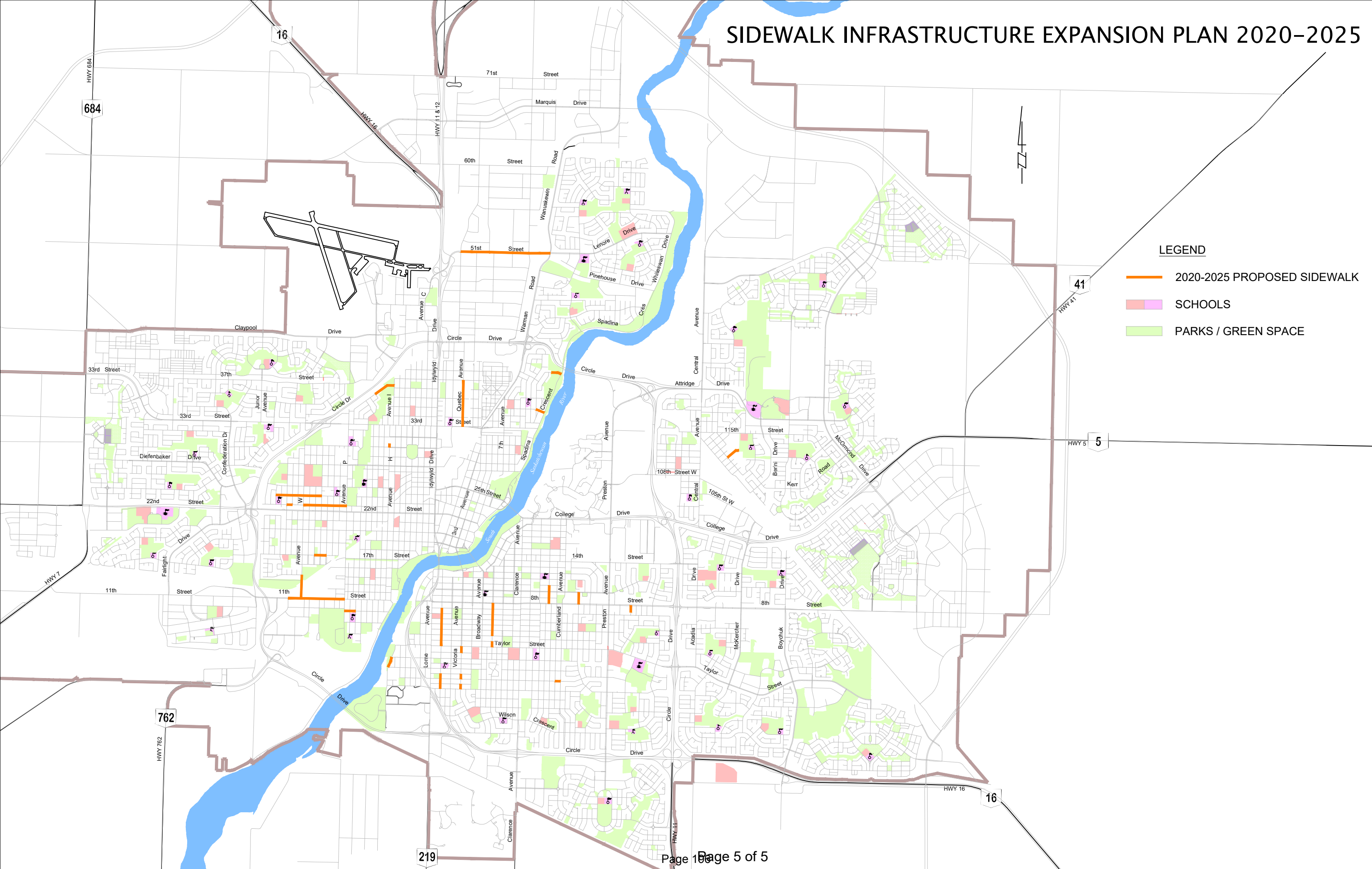
Additionally, a desktop screening is conducted for feasibility of sidewalk installation. For example, the presence of trees or utilities can limit the feasibility for installation of sidewalks in established areas.

A detailed review of the prioritization criteria and sidewalk gaps is planned for 2019 (including an inventory of existing gaps in the industrial areas).

SIDEWALK INFRASTRUCTURE EXPANSION PLAN 2020-2025

LEGEND

- 2020-2025 PROPOSED SIDEWALK
- SCHOOLS
- PARKS / GREEN SPACE



ACTIVE TRANSPORTATION IMPLEMENTATION PLAN

Education and Promotion Program

The Education and Promotion Program addresses 17 of the 88 recommendations within the AT Plan. These recommendations fall into the following strategies: Wayfinding Strategy, Education Strategy, and Promotional Strategy. Components of each strategy are currently underway.

Wayfinding Strategy

A seamless, consistent and easy-to-understand city-wide system of wayfinding, signage and trip planning tools for both walking and cycling is important. It can make the local network easier to navigate and provide information about route type. Most importantly, wayfinding helps people make decisions about how to navigate a neighbourhood or city.

The City develops an annual cycling guide that provides suggested cycling routes and identifies the cycling facility type. These guides are provided free of charge and are available at Civic Leisure Centres, all branches of the Saskatoon Public Library and local bicycle retailers. In 2018, the City distributed over 5,000 guides.

A key future component is to develop a consistent, city-wide wayfinding system. This will be done in conjunction with other City departments to ensure consistency across all departments. Preliminary work to take place in 2019 includes inventorying existing wayfinding signs.

Education Strategy

Education and awareness initiatives geared towards motorists and active transportation users are important components of any active transportation plan. These initiatives encourage all parties to 'share the road' and can contribute to increased traffic bylaw compliance.

Two education initiatives are underway in 2019:

1. The City is undertaking a comprehensive education campaign to make traveling on Saskatoon streets safer and more comfortable for all road users by clarifying the roles and responsibilities of all road users and encouraging safe traveling behaviours and interactions between motorists, cyclists, and pedestrians.
2. The Learn to Ride Safe Program will also be administered in 2019. This program presents a comprehensive approach to teach bicycle safety to elementary students in grade three. This program has been offered by the City for 20 years and is highly valued and well attended – consistently reaching an average of over 1,800 students each year.

Promotional Strategy

The City supports events that encourage and increase momentum for active transportation. The promotional strategy also includes developing and sharing information about cycling and walking.























Historically, the City has participated in Bike to Work Day and Jane's Walk. In 2019, the City promoted Winter Bike to Work Day, a celebration of year-round cycling in Saskatoon. The event was a great success. Similarly, the City will be promoting Bike to Work Day; the spring event is typically held in May during National Bike to Work Week.













The City continues to update its website and develop content to promote walking, cycling, and integrating those trips with transit.

AT Plan Action Items




The following table identifies the action items from the AT Plan that are addressed through the Education and Promotion Program and their progress to date. Progress on the action items refers to progress made in the planning phase and does not necessarily represent progress in the implementation phase.




Table 1: Education and Promotion Program - AT Plan Action Item Progress Tracking






EDUCATION + PROMOTION PROGRAM		
Theme	Action Item	Progress
	Action 1E.1: Explore opportunities to encourage snow- based active transportation.	
	Action 1E.2: Explore opportunities to encourage water- based active transportation.	
	Action 3B.1: Provide bicycle racks on all buses throughout the year.	
	Action 3B.2: Provide bicycle parking at high use bus stops and transit terminals.	
	Action 3B.3: Improve the customer experience with bus stop improvements, including benches, shelters and information consistent with the transit recommendations in the <i>Growth Plan</i> .	
	Action 6A.1: Regularly update the Cycling Guide.	
	Action 6A.2: Work with interested community groups to develop neighbourhood-based walking and cycling maps and neighbourhood-level wayfinding.	
	Action 6A.3: Integrate bicycle and pedestrian network data and trip planning information into Saskatoon Transit's online trip planner and Google maps.	
	Action 6A.4: Develop pedestrian and cycling wayfinding guidelines to ensure a common and consistent city-wide wayfinding system.	
	Action 6A.5: Work with business improvement districts to enhance pedestrian and cyclist wayfinding.	
	Action 6B.2: Develop more videos and other tools to educate all road users on new bicycle infrastructure and how to share the road.	

	Action 6B.4: Support events and festivals that encourage walking and cycling.	
	Action 6B.5: Support the relationship between active transportation and tourism.	
	Action 6B.6: Continue to support the Learn to Ride Safe Program.	
	Action 6B.7: Celebrate walking and bicycle facilities with grand openings and events throughout the year.	
	Action 6C.3: Develop a recognizable visual identity and expand information on website.	
	Action 6C.4: Use city-wide campaigns to deliver positive messaging to promote walking and cycling.	

Legend

 Connectivity
  Convenience
  Maintenance & Accessibility

 Safety & Security
  Land Use & Growth
  Education & Awareness

 Not Started
  Started
  Underway
  Nearing Completion
  Completed or Ongoing

ACTIVE TRANSPORTATION IMPLEMENTATION PLAN

Operational Program

The Operational Program addresses 54 of 88 recommendations in the AT Plan. This program consists of Bylaws, Policies, Standards, and Guidelines that govern everyday administrative operations. Additionally, many of the recommendations are considered standard operations and may be implemented through other multiple portfolios of work at the City. While they may not be directly addressed by the AT Implementation Plan, they are an important part of the City's daily operations.

Bylaws

The AT Plan contains recommendations that impact some of the City's existing bylaws.

1. The City's Bicycle Bylaw No. 6884 regulates the operation of bicycles in Saskatoon. The AT Plan called for a review of the bicycle bylaw to ensure it represents the latest best practices. The review began in 2018 and is anticipated to be complete in 2019. An updated bicycle bylaw will complement the City's vision for pedestrian and bicycle mobility and be easy to understand and feasible to implement. Furthermore, the new bylaw will provide an effective enforcement tool to complement the Traffic Bylaw, No. 7200 and the provincial Traffic Safety Act.
2. The Official Community Plan Bylaw No. 8769 (OCP) provides the policy framework to define, direct and evaluate development in Saskatoon to a population of 500,000. The plan ensures that development takes place in an orderly and rational manner, balancing the environmental, social and economic needs of the community. Land use and growth patterns play an important role in shaping how convenient and safe active transportation is to travel to, from and within neighbourhoods. The purpose of the actions items outlined under the Land Use and Growth Theme is to ensure that active transportation is considered in all areas of the city, including the OCP. The OCP is currently undergoing a redesign to incorporate the direction of many civic initiatives, including the AT Plan.
3. The City's Zoning Bylaw No. 8770 regulates development in Saskatoon by assigning properties a zoning designation which allows certain uses, and contains development standards such as building setbacks and parking requirements. Individual site layout and orientation, the setback and setting of buildings and the details and materials of streetscaping elements (e.g. trees, seating, lighting, etc.), and provision of bicycle parking all contribute to creating attractive, comfortable and convenient places for people using active transportation. The Zoning Bylaw is undergoing a review, beginning in 2019.
4. Snow removal in Saskatoon is regulated by the City's existing Sidewalk Clearing Bylaw No. 8463.

Policies, Standards & Guidelines

The AT Plan identifies amendments to existing policies and standards.





































1. Specifically, the AT Plan recommended that the Traffic Control at Pedestrian Crossings Policy No. C07-018 be reviewed and updated. This was completed and the revised policy adopted by City Council in 2018.
2. The AT Plan also supported the development of a Complete Streets Design and Policy Guide. This was completed in 2017, and Street Design Policy No. C07-030 was adopted by Council in 2018.
3. The City's sidewalk and cycling requirements for new developments and redevelopment conditions are outlined in the New Neighbourhood Development Standards Manual and the City's design standards and specifications. These documents are currently being reviewed and updated to reflect the recommendations contained within the AT Plan and Complete Streets Design and Policy Guide.
4. The Administration is currently review the City of Saskatoon's Temporary Traffic Control (TTC) Manual and other construction detour policies and guidelines to ensure that they represent best practice for accommodating active transportation users. The revision will result in changes to the existing TTC Manual and may result in a Council Policy.





































AT Plan Action Items



























The following table identifies the action items from the AT Plan that are addressed through the Operational Program and their progress to date. Progress on the action items refers to progress made in the planning phase and does not necessarily represent progress in the implementation phase.

Table 1: Operational Program - AT Plan Action Item Progress Tracking

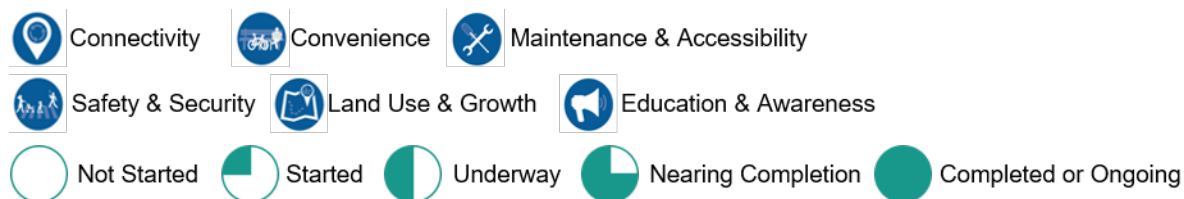
OPERATIONAL PROGRAM		
Theme	Action Item	Progress
	Action 1A.1: Update sidewalk requirements for new developments.	
	Action 1B.4: Develop and adopt bicycle facility design guidelines.	
	Action 1B.5: Update bicycle facility requirements for new developments.	
	Action 1B.6: Ensure that all new and upgraded roads have bicycle facilities.	
	Action 1C.2: Provide safer, convenient walking and cycling access on new bridges, underpasses and overpasses.	

	Action 1C.3: Update the City of Saskatoon's Traffic Control at Pedestrian Crossings Policy and provide enhanced pedestrian crossing locations as warranted based on the revised policy.	
	Action 1C.4: Provide enhanced crossings at pedestrian priority intersections, such as those serving high frequency transit.	
	Action 1D.1: Support implementation of the recommendations in the Meewasin Trail Study.	
	Action 1D.2: Utilize existing utility and rail rights-of- way and surplus road right-of-way as a means to provide pathways for all active transportation users.	
	Action 1D.3: Preserve and enhance walkways and short cuts through neighbourhoods.	
	Action 1E.3: Explore opportunities to encourage other types of active transportation such as skateboards, inline skates, scooters and electric bicycles.	
	Action 2A.1: Conduct separate pedestrian and cycling safety studies to understand and monitor collisions involving vulnerable road users.	
	Action 2A.2: Conduct road safety audits and corridor studies on streets that have been identified with safety concerns.	
	Action 2A.3: Monitor hot spot collision locations and identify safety mitigation measures.	
	Action 2A.4: Reduce conflicts on multi-use pathways between people using different forms of active transportation and locations where pathways intersect with the street network.	
	Action 2A.5: Collaborate with researchers and programs that are working to improve safety for people participating in active transportation.	
	Action 2A.6: Explore the feasibility of reducing speed limits on local roads.	
	Action 2B.1: Provide lighting along sidewalks, bicycle routes and pathways where appropriate.	
	Action 2B.2: Follow the standards of CPTED to ensure principles are followed in active transportation facility design.	
	Action 2B.3: Continue to address personal safety concerns on existing underpasses with lighting improvements and/or design enhancements.	
	Action 3A.4: Develop a program to support businesses in existing developments to provide long-term bicycle parking and other amenities.	
	Action 3A.6: Work with event coordinators and partners to provide temporary bicycle parking to serve corporate-sponsored and large community events.	
	Action 3B.4: Continue to work towards a universally accessible transit system, including ensuring that bus stops have sidewalks and are accessible year-round.	

	Action 3B.5: Ensure all new developments have walking and cycling connections to transit.	
	Action 4A.1: Continue to work with business improvement districts and other business associations along growth and future BRT corridors to support public amenities.	
	Action 4A.2: Ensure the active transportation network is prioritized to provide access to major employment areas.	
	Action 4B.1: Ensure new suburban areas, neighbourhoods and employment areas are integrated with the existing and planned active transportation network connecting to other neighbourhoods and destinations.	
	Action 4B.2: Ensure new neighbourhoods and growth in new suburban areas have pedestrian and cycling facilities within the development.	
	Action 4B.3: Consider complete street designs in development of new neighbourhoods, employment areas and for major infill projects.	
	Action 4B.4: Require new neighbourhoods are designed with a mix of land uses to ensure destinations such as community centres, grocery stores, parks and schools are within walking distance.	
	Action 4C.1: Support higher density, mixed use infill development that promotes and encourages active transportation.	
	Action 4C.2: Ensure all forms of infill development enhance connectivity for active transportation.	
	Action 4C.3: Enhance guidelines and standards for infill development to incorporate active transportation projects.	
	Action 5A.1: Review and update current sidewalk snow removal requirements.	
	Action 5A.2: Continue to regularly inspect sidewalks and pathways to ensure they are well-maintained, safe and accessible.	
	Action 5A.3: Regularly inspect crosswalks to ensure they are well maintained, marked and painted to enhance visibility.	
	Action 5A.4: Continue to work with different City departments and other agencies to maintain pathways year-round	
	Action 5A.5: Ensure all transit stops are accessible, including those without sidewalks, particularly during winter months.	
	Action 5A.6: Seek opportunities to expand the existing Snow Angel program to assist with sidewalk snow removal for people unable to do so.	
	Action 5A.7: Ensure accessible detours are provided for pedestrians during construction and maintenance.	
	Action 5B.1: Review and update current bicycle facility snow removal requirements.	

	Action 5B.2: Review and update current operating procedures for snow removal and refine if warranted.	
	Action 5B.3: Ensure detours are provided for bicycle users during construction and maintenance activities.	
	Action 5B.4: Designate and prioritize a winter cycling network for snow removal.	
	Action 5B.5: Design bicycle routes to facilitate snow removal, snow storage and drainage.	
	Action 5C.1: Install accessible pedestrian signals all traffic signals.	
	Action 5C.3: Install pedestrian countdown timers at warranted locations within the city.	
	Action 5C.4: Ensure all bus stops within the city are accessible.	
	Action 5C.5: Monitor crossing time at intersections to ensure adequate time is provided for all pedestrians.	
	Action 6B.1: Review and update the Bicycle Bylaw No. 6884 to ensure that it reflects best practice.	
	Action 6B.3: Maintain support for the Active and Safe Routes to School programming to spread awareness among children, youth and parents on walking and cycling skills.	
	Action 6C.1: Consult with active transportation advisory group(s) on new projects, and monitoring and implementation of the ATP.	
	Action 6C.2: Continue to conduct targeted communication and engagement with vulnerable and under-represented groups to identify unique needs.	
	Action 6C.5: Work with local businesses to encourage employee travel options.	

Legend



Active Transportation 2020-2030 Year Financial Requirements

	(in \$1,000's)										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Cycling Program											
<i>Network Expansion</i>											
<i>Downtown AAA Cycling Network Projects</i>											
19th Street: Avenue A to 4th Avenue*											
23rd Street: Idylwyld Drive to Spadina Crescent*											
3rd Avenue: 19th Street to 25th Street *											
Detailed Design & Refine Cost Estimate	300										
Construction		2,150	2,150								
<i>City-wide Cycling Network Projects</i>											
14th Street: Cumberland Avenue to Sask Crescent											
31st Street: Edmonton Avenue to Avenue P											
3rd Avenue: 25th Street to Queen Street											
Dudley Street: Dudley Avenue to Avenue P											
Victoria Avenue: 8th Street to Taylor Street											
Conceptual Design	50										
Functional Design		100									
Detailed Design & Refine Cost Estimate			150								
Construction				850	850						
19th Street: Avenue H to Avenue A											
31st Street: Avenue P to Idylwyld Drive											
3rd Avenue: Queen Street to 33rd Street											
Dudley Street: Avenue P to Spadina Crescent											
Victoria Avenue: Taylor Street to Ruth Street											
Conceptual Design						50					
Functional Design							100				
Detailed Design & Refine Cost Estimate								150			
Construction									850	850	850
<i>Network Improvement</i>											
Bicycle Detection & Enhanced Crossings	50	50	50	50	50	50	50	50	50	50	50
Pavement Marking & Signage Improvements	25	25	25	25	25	25	25	25	25	25	25
Subtotal (in \$1,000's)	\$ 425	\$ 2,325	\$ 2,375	\$ 925	\$ 925	\$ 125	\$ 175	\$ 225	\$ 925	\$ 925	\$ 925

* Subject to confirmation of north-south route through Downtown by City Council

Sidewalk Program	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<i>Sidewalk Infill projects</i>											
Sidewalk Study (Identify missing, and prioritize)	100										
11th Street West: Avenue P to Dawes	344										
18th Street: Avenue U S to Avenue S S	96										
23rd Street: Whitney Avenue to Avenue Y N	348										
23rd Street: Avenue W N to Avenue P N	42										
51st Street: Faithful Avenue to Wanuskewin Drive		883									
Adelaide Street: Ewart Avenue to Cumberland Ave		42									
Avenue I North: North of 31st Street to Cul-de-Sac		65									
Avenue W: Appleby Drive to 11th Street W			204								
Balmoral Street: Prince of Wales Ave to Spadina Cres			67								
Bedford Road: Ottawa Avenue to Avenue T N			356								
Dudley Street: Avenue P S to Avenue N S			92								
Dufferin Avenue: Taylor Street to 1st Street			244								
Dufferin Avenue: 2nd Street to 8th Street			45								
Emerson Avenue: Back lane to 8th Street				55							
Grant Street: North of Spark Avenue				108							
Howell Avenue: Kusch Crescent to Avenue I N				85							
Louise Avenue: 8th Street to Main Street				185							
McPherson Avenue: Taylor Street to 7th Street					233						
McPherson Avenue: Ruth Street to Elm Street				555							
Prince of Wales Ave: Lane East of Empire Ave to Spadina					172						
Quebec Avenue: 33rd Street to 38th Street					280						
St. Henry Avenue: Hilliard Street to Isabella Street					96						
Victoria Avenue: Ruth Street to Ash Street					40						
Victoria Avenue: Adelaide Street to Elm Street					50						
Victoria Avenue: Maple Street to Taylor Street					38						
Wiggins Avenue: 8th Street to 10th Street					137						
Future Locations To Be Determined						1,000	1,000	1,000	1,000	1,000	1,000
<i>Curb Ramp Program</i>											
100 ramps a year	350	350	350	350	350	350	350	350	350	350	350
Subtotal (in \$1,000's)	\$ 1,280	\$ 1,340	\$ 1,358	\$ 1,338	\$ 1,396	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350

Education and Promotion Program	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<i>Wayfinding Strategy Projects:</i>											
Cycling Guide	10	10	12	12	12	15	15	15	15	15	15
Active Transportation Wayfinding Strategic Plan		50									
Execution of Strategic Plan (Design, Implementation)			10	10	10	10	10	10	10	10	10
<i>Education Strategy Projects:</i>											
Learn to Ride Safe Program	85	85	85	85	85	85	85	85	85	85	85
Education Campaigns	40	40	40	40	40	40	40	40	40	40	40
<i>Promotional Strategy Projects:</i>											
Support of community events, programs, services, festivals	20	20	20	20	20	25	25	25	25	25	25
Website, Social Media, Promotional Materials	10	10	10	10	10	10	10	10	10	10	10
Installation of Bike Parking/Bike Maintenance Stations	10	20	20	30	30	10	10	10	10	10	10
Subtotal (in \$1,000's)	\$ 175	\$ 235	\$ 197	\$ 207	\$ 207	\$ 195	\$ 195	\$ 195	\$ 195	\$ 195	\$ 195
Operational Program	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<i>Bylaws Projects</i>											
Regularly monitor and update Bylaws that influence AT	5	5	5	5	5	5	5	5	5	5	5
<i>Policies, Standards, & Guidelines</i>											
Update New Neighbourhood Development Standards Manua	10										
Update City Design Standards and Specifications	10										
Update the Temporary Traffic Control Manual	10										
Future Updates to Policies, Standards, & Guidelines						10	10	10	10	10	10
<i>Count Program</i>											
Develop count program	25										
Operate count program		25	25	25	25	25	25	25	25	25	25
Subtotal (in \$1,000's)	\$ 60	\$ 30	\$ 30	\$ 30	\$ 30	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40
TOTAL	\$ 1,940	\$ 3,930	\$ 3,960	\$ 2,500	\$ 2,558	\$ 1,710	\$ 1,760	\$ 1,810	\$ 2,510	\$ 2,510	\$ 2,510



March 18, 2019



To His Worship the Mayor and Members of City Council;

The journey to build a healthier and happier community for all is a long and arduous one. The City of Saskatoon plans you have before you demonstrate that you recognize that we need to design a better city to enable all those who live within it to thrive. Myself, and the Medical Health Officers who have come before me, along with the experts with the Saskatchewan Health Authority's Saskatoon Population and Public Health have walked with you on this journey and are glad to continue to offer our support.

Designing communities to be health promoting is the new horizon I see both our organizations striving towards. Our lives today are not what they were 100 years ago. Many people's days are filled with long hours of sitting with very little physical activity required. Our bodies and minds need physical activity to stay happy and healthy. Active transportation, the use of your own body's locomotion to get around, is a great way to increase the amount of physical activity you get in a day and improve resident's quality of life.

Research has shown that it takes more than just planning to use active transportation to make it happen. The place you live in needs to change to help make it easier for you to move your plan to action. This includes the introduction of better routes and facilities for various kinds of active transportation so you can get there quickly and safely.

The Active Transportation Plan, the Downtown AAA Cycling Network Plan and the Bus Rapid Transit (BRT) Plan all provide better active, multi-modal transportation options to people that are efficient, convenient and economical. For many living in Saskatoon, these non-automobile based modes of transport are their only option for getting to work, to school, to access healthy food options and to access the services they need. For those who rely on non-automobile modes of transport, bettering these systems is imperative to ensure they thrive within our community. The freedom that comes with access to reliable active transportation options can help overcome inequities and increase cohesion and inclusion.

In addition, improvements in active transportation infrastructure will do more than just improve the experience for those already using active transportation, they will open opportunities to others to start building physical activity into how they get to the places that are important to them as well as start moving the dial on achieving the mode share targets for walking and cycling.

One of North America's largest contributors to air pollution and carbon emissions is the personal automobile. As more and more people consider other ways to get from place to place and more and more of those include active transportation, models suggest that the amount of air pollution and carbon emissions being produced in the City of Saskatoon will be reduced on a *per capita* basis. This means that even those people who will still need to use a car or truck to get around, will see health benefits as others make the choice to switch. Changes now can help bend the curve on air pollution's direct health harms and the many societal and individual risks linked to climate change.

Better buses, better trails and routes and safer interfaces between active transportation users and automobiles means people living in Saskatoon will break down barriers to living healthier lives, in mind and body. It will take time, and it will take investment, but the science is telling us it the right thing to do.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jasmine Hasselback', written in a cursive style.

Dr. Jasmine Hasselback
MD, MPH, FRCPC
Medical Health Officer – Saskatoon



GOVERNANCE AND PRIORITIES COMMITTEE

Workplace Transformation

Recommendation of the Committee

The Governance and Priorities Committee recommends that:

1. City Council transfer its existing reporting responsibilities for the City Solicitor to the City Manager;
2. The Office of the City Solicitor become a department of the City of Saskatoon, reporting directly to the City Manager;
3. City Council request that the City Solicitor prepare the appropriate amendments to Bylaw No 8174, The City Administration Bylaw, 2003 to reflect the revised reporting relationship, and return the amended Bylaw to the April 29, 2019 meeting of City Council.
4. City Council direct the Administration to prepare a Council Policy that incorporates the protocols outlined in the body of this report.

Background & Discussion

City Council is mandated to work on behalf of our citizens to build the best city for our existing residents and future generations. We are doing this with the knowledge that the world is changing quickly, we are an organization filled with talented and dedicated employees, and we are living in a time when citizens' expectations are rising.

In 2018, the City of Saskatoon started an extensive process to renew the organization in order to address these issues and respond to the changing dynamics of our community. This "Workplace Transformation" officially started with City Council's appointment of a new City Manager in May 2018.

City Council and the City Manager both agreed that this Workplace Transformation will result in significant changes across the organization over the next few years. This will ensure that the City is in a better position to introduce new services and transform how it delivers existing services to its residents.

To accomplish this, another major step in this transformation process was completed in November 2018, with the implementation of a new organizational structure. This structural change resulted in some restructuring of departments and branches in the City. However, this Workplace Transformation did not end there.

As part of this process, City Council was also interested in exploring the role of legal services at the City of Saskatoon. In other words, City Council wanted to know whether the existing Council – Solicitor reporting relationship still meets the needs of Council, the



GOVERNANCE AND PRIORITIES COMMITTEE

Administration and our citizens. It also wanted to know how other cities organized themselves and whether or not a new model may be beneficial to the City of Saskatoon.

Currently, the City of Saskatoon has an Office of the City Solicitor to manage all of its internal legal services. The Office is headed by the City Solicitor and the City Solicitor has a dual reporting relationship to both City Council and the City Manager. However, as stated in *Bylaw No 8174, the City Administration Bylaw*, the Solicitor's primary allegiance is to City Council.

The major areas of responsibilities and duties of the City Solicitor's Office are to:

- provide legal advice and support to the Office of the City Manager, the Office of the City Clerk, to all other City Departments and to the City's Boards;
- provide general legal advice to various City corporations, including attending to incorporations;
- attend and provide legal advice to City Council and to Committees of Council;
- represent the City at all levels of court and before various Administrative Tribunals;
- provide all Legislative drafting services and to conduct all bylaw enforcement prosecutions and appeals for the City; and
- arrange for insurance for the City and to deal with all claims made against the City.

Our review of the approaches in other cities found that they use different models than we do in Saskatoon, despite performing very similar functions. In fact, our review found that many cities use either a "department model" or a "branch model" when structuring legal services.

Generally, the department model is described as having the head of legal services also serving as the head of a city department, but accountable to the City Manager. Here, a City Solicitor still provides legal advice to City Council, but the reporting relationship is to the City Manager.

The branch model, on the other hand, sees the legal services function as a branch within a broader city department. In this case, the branch manager serves as the head of legal services, but this position reports to a senior manager who serves as a department head, sometimes called a General Manager.

After much study and deliberation, the Governance and Priorities Committee is recommending that the City of Saskatoon use the department model for the delivery of internal legal services. This means that the City Solicitor's primary direct reporting relationship will be to the City Manager. However, the City Solicitor will still provide legal



GOVERNANCE AND PRIORITIES COMMITTEE

advice and assistance to Council and its Committees. Other than this proposed modification to the reporting relationship, the primary duties of the City Solicitor and the City Solicitor's staff will remain unchanged.

To foster a smooth transition to the new model, and to ensure the appropriate checks and balances are in place to allow for independent legal advice from the City Solicitor, the Governance and Priorities Committee is recommending that City Council direct the Administration to develop a Council Policy that reflects the following protocols:

1. The Mayor and Councillors recognize the City Manager as their principal advisor and will expect a report or comment from the City Manager on all matters on the agenda;
2. On matters of legal significance to the City (as determined by the City Manager and/or the City Solicitor) the Mayor and Councillors will expect to receive a legal briefing from the City Solicitor that is unfettered by the City Manager;
3. On such legal matters, and out of courtesy, the City Solicitor will ensure that the City Manager is briefed in advance of City Council, except for those briefings that pertain to the employment of the City Manager (i.e., contractual/agreement matters). In this case, the legal briefing would flow directly to City Council.
4. Where the City Manager believes that the City Solicitor may be in error, the City Manager may wish to provide Council with access to the advice of specialist legal counsel in the matter under discussion. Such independent advice, out of respect for the City Solicitor, should be made available as well to the City Solicitor.
5. Notwithstanding the foregoing, there is nothing to prohibit the City Manager and City Solicitor from jointly determining that the Mayor and Councillors would benefit from receiving independent legal counsel. Such a report would flow to the Mayor and Councillors based on which branch the City initiated the request with advance copy and consultation with the other branch of the City.

This City Council has made many positive strides in improving its governance structure, and we continue to do so. Given the research into other jurisdictions, the Governance and Priorities Committee believes that the best governance structure moving forward for the City of Saskatoon is the Department Model.

April 2019 Electrical Rate Change – Carbon Tax Charge

Recommendation

1. That the proposed April 1, 2019 rate changes be approved for Saskatoon Light & Power's rates, as outlined in this report; and
2. That City Council consider Bylaw No. 9573, The Electric Light and Power Amendment Bylaw, 2019.

Topic and Purpose

This report is to request approval of new rate charges as a result of the Federal Carbon Charge within each of the Residential and General Service Categories, and an equivalent percentage increase for street lighting and miscellaneous rates.

Report Highlights

1. The Government of Saskatchewan has announced a new rate charge to be applied to all rate categories to offset the costs of the Federal Carbon Tax.
2. Changes to Bylaw No. 2685, The Electric Light and Power Bylaw will be required to establish a Carbon Tax Charge within each of the Residential, General Service II, III, IV, V and VI rate categories.
3. The rate increase for street lighting is the equivalent of a 1% increase, and a 1.3% increase for all other miscellaneous rate categories.
4. The City of Saskatoon (City) has historically matched rate increases and applicable taxes set by SaskPower.

Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability and the long-term strategy to increase revenue sources and reduce reliance on residential property taxes.

Background

The City has designed and historically set its rates to match those established by SaskPower to ensure there are no inequities between customers regardless if they are located within the City's or SaskPower's franchise areas.

Report

On March 4, 2019, the Government of Saskatchewan announced a new electrical rate charge that will become effective April 1, 2019. The new Federal Carbon Tax will be collected by SaskPower on the amount of power used by each customer and is to offset costs resulting from the Federal Government's Carbon Tax. SaskPower has previously indicated that they do not expect to request any further rate increases intended to support their operations until 2020. SaskPower has estimated that the average residential customer will pay an additional \$18 in 2019 because of the new tax.

To ensure that the City's rates are equal to SaskPower's, a new charge is required within each of the Residential, General Service II, III, IV, V and VI rate categories. The new Carbon Tax Charge will be applied on a kilowatt per Hour (kWh) basis similar to the current Energy Charges and matching SaskPower's Federal Carbon Tax including the Municipal Surcharge. Street lighting and other miscellaneous rates will increase 1% and 1.3% respectively due to the new Carbon Tax Charge. Below are the new rates that will be applied to each of the residential and commercial rate categories.

Rate Category	Cost per kWh
Residential	\$0.0034
General Service II	\$0.0033
General Service III	\$0.0033
General Service IV	\$0.0033
General Service V	\$0.0033
General Service VI	\$0.0031

Options to the Recommendation

Other possible options include a rate increase different from SaskPower's or no rate increase at all. The Administration does not recommend either alternative to ensure customer rates are equal regardless of their service provider.

Communication Plan

A detailed communication plan will support the launch of the newly redesigned Utility Statement; the federal carbon charge will appear in the electrical section on City Utility Statements effective April 1, 2019. A Public Service Announcement will be issued to inform customers of the approved electrical rate change, social media messages will be posted, and the City's website saskatoon.ca will be updated to reflect the new electrical rates. A new easy-to-use online Consumption Calculator will be made available April, 2019, giving those customers who want more information on how their electrical and water charges are calculated, a detailed snapshot of their rates.

Financial Implications

In 2019, the approval of a new Carbon Tax Charge will have a small positive impact of \$4,700 on Saskatoon Light & Power's operations and \$84,300 on mill rate operations, including increased electrical costs for civic operations and street lighting. Saskatoon Light & Power's impact was offset by increased costs for power purchased from SaskPower, as well as increased grants-in-lieu provided to the City. The Government of Saskatchewan indicated that funds they collect will be put in a trust that could be returned to ratepayers should they win their carbon tax challenge.

Other Considerations/Implications

There are no public and/or stakeholder involvement, policy, environment, privacy or CPTED considerations or implications.

Due Date for Follow-up and/or Project Completion

Reports will be forwarded to City Council as required for any future rate changes.

Public Notice

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

Attachment

1. Bylaw No. 9573, The Electric Light and Power Amendment Bylaw, 2019

Report Approval

Written by:	Brian Casey, Senior Financial Business Partner
Reviewed by:	Brendan Lemke, Acting Director of Saskatoon Light & Power
Approved by:	Trevor Bell, Acting General Manager, Utilities & Environment Department

Admin Report - April 2019 Electrical Rate Increase – Carbon Tax Charge.docx

BYLAW NO. 9573

The Electric Light and Power Amendment Bylaw, 2019

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Electric Light and Power Amendment Bylaw, 2019*.

Purpose

2. The purpose of this Bylaw is to amend Bylaw No. 2685, *A bylaw to regulate the sale of electric light and power in the City of Saskatoon and fixing the rates and deposits therefor*, to conform with the carbon tax charges set by SaskPower for April 1, 2019.

Bylaw No. 2685 Amended

3. Bylaw No. 2685 is amended in the manner set forth in this Bylaw.

Section 6.(1) Amended

4. Section 6.(1) is repealed and the following substituted:

“**6.(1)** From and after the 1st day of April, 2019, the following shall be the rates for the supply of electric current for light and/or power by The City of Saskatoon and all charges for electric current consumed on and after the said date shall be computed on the following applicable rates:

Rates

All rates apply to individual customers on a monthly basis, and The City of Saskatoon reserves the right to:

- (a) require separate metering for each customer; and
- (b) specify the service voltage.

Residential

To apply to all residential customers for domestic use only.

Service Charge\$25.07 per month

Energy Charge..... 15.65¢ per kWh

Carbon Tax Charge 0.34¢ per kWh

Minimum Bill..... the service charge

NOTE: The bulk metered rate option is closed to new customers

Where one meter supplies more than one family dwelling unit, all rate blocks, the service charge and the minimum charge shall be multiplied by 100% of the total number of dwelling units in the premises.

General Service II

To apply to all non-residential customers to which no other rates apply and having a monthly demand less than 15 kVA.

Service Charge\$34.25 per month

Energy Charges

First 14,500 kWh per month 15.04¢ per kWh

Balance over 14,500 kWh per month ... 7.94¢ per kWh

Carbon Tax Charge 0.33¢ per kWh

Minimum Bill..... the service charge

If the customer's demand is 15 kVA or greater, the customer will advance to the General Service III rate.

General Service III

To apply to all non-residential customers to which no other rates apply and having billing demands from 15 kVA to 75 kVA inclusive.

Service Charge\$34.25 per month

Energy Charges

First 14,500 kWh per month 15.04¢ per kWh

Balance over 14,500 kWh per month ... 7.94¢ per kWh

Carbon Tax Charge 0.33¢ per kWh

Demand Charges

First 50 kVA of
billing demand per monthno charge

Balance over 50 kVA of
billing demand per month\$16.66 per kVA

Minimum Bill

The service charge plus \$5.36 per kVA of maximum billing demand over 50 kVA recorded in the previous 11 months.

Billing Demand

The billing demand shall be the maximum demand registered in the current billing period. If such demand exceeds 75 kVA, then the customer advances to General Service IV rate.

If a customer's billing demand is less than 15 kVA, then the customer reverts to General Service II rate.

General Service IV

To apply to all non-residential customers to which no other rates apply and having billing demands greater than 75 kVA and up to and including 500 kVA.

Service Charge\$63.73 per month

Energy Charges

First 16,750 kWh per month 13.19¢ per kWh

Balance over 16,750 kWh per month ... 8.44¢ per kWh

Carbon Tax Charge 0.33¢ per kWh

Demand Charges

First 50 kVA of
billing demand per monthno charge

Balance over 50 kVA of
billing demand per month\$17.16 per kVA

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher:

Service Charge\$266.59 per month

Energy Charge..... 7.98¢ per kWh

Carbon Tax Charge 0.33¢ per kWh

Demand Charge.....\$15.35 per kVA of billing
demand per month

Minimum Bill

The service charge plus \$5.36 per kVA of maximum billing demand over 50 kVA in the previous 11 months.

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher, the service charge plus \$5.36 per kVA of maximum billing demand in the previous 11 months.

Billing Demand

The billing demand shall be the maximum demand registered in the current billing period.

If the billing demand exceeds 500 kVA, then the customer advances to General Service V rate.

If a customer's billing demand is equal to, or less than 75 kVA, then the customer reverts to General Service III rate.

General Service V

To apply to all non-residential customers to which no other rates apply and having billing demands greater than 500 kVA and up to and including 3,000 kVA.

Service Charge\$63.73 per month

Energy Charges

First 16,750 kWh per month 13.19¢ per kWh

Balance over 16,750 kWh per month ... 8.44¢ per kWh

Carbon Tax Charge 0.33¢ per kWh

Demand Charges

First 50 kVA of
billing demand per monthno charge

Balance over 50 kVA of
billing demand per month\$17.16 per kVA

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher:

Service Charge\$266.59 per month

Energy Charge..... 7.98¢ per kWh

Carbon Tax Charge 0.33¢ per kWh

Demand Charge.....\$15.35 per kVA of billing
demand per month

Minimum Bill

The service charge plus \$5.36 per kVA of maximum billing demand over 50 kVA in the previous 11 months.

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher, the service charge plus \$5.36 per kVA of maximum billing demand in the previous 11 months.

Billing Demand

The billing demand shall be the maximum demand registered in the current billing period;

or

For those services with approved time-of-day metering (costs to be borne by the customer), the greater of the maximum kVA demand registered between the hours of 07:00 to 22:00 local time Monday through Friday excluding statutory holidays or 80% of the maximum kVA demand registered at any other time during the current month.

If the billing demand exceeds 3,000 kVA, then the customer advances to General Service VI rate.

If the customer's billing demand is equal to, or less than 500 kVA, then the customer reverts to General Service IV rate.

General Service VI

To apply to all non-residential customers to which no other rates apply and having billing demands greater than 3,000 kVA and up to and including 15,000 kVA.

Service Charge\$6,807.79 per month

Energy Charge..... 7.59¢ per kWh

Carbon Tax Charge 0.31¢ per kWh

At the customer's request, an alternative energy charge is available. If a customer registers for this energy charge, the customer must remain on this energy charge for a period of at least one year. To be eligible, the customer must have approved time-of-day metering (costs to be borne by the customer).

On-Peak Energy Consumption – monthly energy consumed between the hours of 07:00 to 22:00 hours Monday through Friday excluding statutory holidays (“on-peak hours”).

Off-Peak Energy Consumption – monthly energy consumed in all hours excluding on-peak hours.

On-Peak Energy Charge 8.22¢ per kWh

Off-Peak Energy Charge 7.12¢ per kWh

Carbon Tax Charge 0.31¢ per kWh

Demand Charge.....\$12.86 per kVA of billing
demand per month

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher, the demand charge shall be \$12.00 per kVA of billing demand.

Minimum Bill

The demand charge plus the service charge.

Recorded Demand

The monthly recorded demand shall be the maximum kVA demand registered during the current month.

Billing Demand

The billing demand shall be the monthly recorded demand or 75% of the maximum billing demand in the previous 11 billing periods, whichever is the greater.

If a customer's billing demand is equal to, or less than 3,000 kVA, then the customer reverts to General Service V rate.

Unmetered Services

To apply to all unmetered services where the electrical consumption is constant and predictable. Examples of this type of load are SaskTel telephone booths, crosswalk lighting, school warning lights, automated railway crossing protection, street traffic counters, traffic lights, Public Library bookmobiles, and other miscellaneous services. This rate is not applicable to decorative lighting, dusk to dawn lighting where the City owns and maintains the equipment, SaskEnergy rectifiers, and cable television power supply units.

Rate

Charge per 100 watts of calculated
average demand per month\$10.89

Minimum Bill.....\$21.87 per month

Decorative Lighting

To apply to all unmetered electricity where the City owns and maintains the lighting equipment used for decorative lighting operated by Timer control between the hours of 07:00 to 09:00 and 18:00 to 24:00 in any day during a Christmas season, being from the first Monday in December through to and including the 14th day of January.

Rate

Charge per 100 watts of calculated
average demand per month\$4.72

Minimum Bill.....\$21.87 per month

Street Lighting and Off-Street Floodlighting

To apply to all unmetered lighting operated dusk to dawn by photo control where the City owns and maintains the lighting equipment. These rates apply to all City and Department of Highway street lighting, and to the floodlighting of public areas, lanes and private parking areas. With the exception of City accounts, these rates are closed to both existing and new customers for the purpose of off-street floodlighting.

Fixture Wattage and Type

Rate Code	Ornamental HPS	HPS	Ornamental MH	LED	MH	Monthly Rate
SL13	50 W					\$15.03
SL14	70 W					\$15.66
SL15	100 W					\$16.12
SL16	150 W					\$20.12
SL17	250 W					\$23.16
SL18		100 W				\$15.35
SL19		150 W				\$17.04
SL20		250 W				\$21.18
SL21		400 W				\$25.73
SL22		1000 W				\$44.14
SL23	400 W					\$27.68
SL24					400 W	\$26.34
SL25		200 W				\$22.71
SL26			50 W			\$18.59

SL27	100 W	\$21.63
SL28	250 W	\$27.21
SL29	100 W	\$16.54

SaskEnergy Rectifiers

To apply to all unmetered Cathodic Protection rectifiers.

Rate

Charge per rectifier per month\$31.01

Minimum Bill

Charge per rectifier\$31.01 per unit

Cable Television Power Supply Units

To apply to all unmetered Cable Television power supply units.

Rate

Charge per power supply unit per month\$81.44

Minimum Bill

Charge per power supply unit per month \$81.44 per unit.”

Coming into Force

6. This Bylaw shall come into force on April 1, 2019.

Read a first time this _____ day of _____, 2019.

Read a second time this _____ day of _____, 2019.

Read a third time and passed this _____ day of _____, 2019.

Mayor

City Clerk

Curbside Organics and Waste Funding Options

Recommendation

That the Administration be directed to pursue Option 2 as outlined in the report of the Acting Chief Strategy & Transformation Officer dated March 25, 2019.

Topic and Purpose

The purpose of this report is to provide City Council with options for consideration for funding curbside organics and the future level of service for curbside waste. Although the Administration is recommending Option 2, all options are viable. In addition, this report provides information on opting out of organics programs, bans on organics in the landfill and black carts, and an option for expanding the current subscription green cart program. Impacts on landfill costs and diversion as a result of delays to the organics program are also included for consideration.

Report Highlights

1. The Administration has developed options for phased in funding for organics and waste programs. Once Council has selected an option, the Administration will further develop that option and bring forward subsequent reports as required.
2. Collection of organics every four weeks instead of bi-weekly during winter months would save \$230,000 annually.
3. Options for opting out of the curbside organics program depend on the implementation method selected.
4. Banning of organics in waste carts and at the landfill is recommended to occur once full programs are in place to allow residents to legally dispose of materials.

Strategic Goals

This report supports the strategic goal of environmental leadership by maximizing solid waste diversion and supporting the optimization of landfill management and financial sustainability.

Background

City Council, at its meeting held on January 28, 2019, considered the Curbside Waste and Organics Program Status report and resolved:

- “1. That Administration bring back options for a multiyear phase-in of organics and waste funding. Options could include, but need not be limited to, mid-year program implementation and reallocation of dollars to best match program start dates. Please include at least one option that includes an annual mill rate target of one percent or less.
2. That the Administration report back on consideration for current composters to opt out.
3. That the Administration report back on a prohibition on organics from the landfill and black bins.

4. That the Administration report back on the expansion of the current organics program with a prohibition of yard waste in the black bins.
5. That Administration report back on the landfill costs associated with any delay or phased in approach.
6. That Administration report back on how any delayed or phased in approach impact Council's goal of 70% landfill diversion by 2023.
7. That the report be forwarded to the Saskatoon Environmental Advisory Committee for feedback."

Report

Outline of Options for Phasing in Waste and Organics Funding

There are many options for phasing in the funding for the future level of service for curbside solid waste and organics programs. Attachment 1, Funding Options for Curbside Waste and Organics, outlines each of the options below in more detail.

Option 1: Aggressive Phase-In

This option involves an aggressive phase-in of funding for the curbside waste and organics programs over the next three years, with resolution of waste program funding challenges in 2020. Table 1 outlines the property tax impact and service level changes associated with this option. This option has been used as the baseline comparison with the other funding options presented in this report, since it represents the most aggressive funding phase-in and minimizes lost opportunity costs with respect to landfill airspace. After 2022, budget increases would be limited to growth, inflation and service level changes.

Table 1: Aggressive Phase-In

Year	Property Tax Increase	Service Level
2020	1.53%	No change to current waste services.
2021	1.35%	New curbside organics program (spring start). New waste service level (bi-weekly collection in summer).
2022	1.05%	First full year of curbside organics program.

This option allows for the quickest program implementation with a view towards achieving the City's waste diversion target and maximizes available landfill airspace. Precise timing for the deployment of the curbside organics program in 2021 would be determined by the terms of the successful proposal from the organics Request for Proposals (RFP) process.

Option 2: Moderate Phase-In

This option involves a moderate phase-in of funding for the curbside waste and organics programs over the next four years. Table 2 outlines the property tax impact and service level changes associated with this option. After 2023, budget increases would be limited to growth, inflation and service level changes.

Curbside Organics and Waste Funding Options

Table 2: Moderate Phase-In

Year	Property Tax Increase	Service Level
2020	1.0%	No change to current waste services.
2021	1.0%	No change to current waste services.
2022	1.0%	No change to current waste services.
2023	0.93%	First year of curbside organics program. New waste service level (bi-weekly collection in summer).

This option attempts to balance financial investment with a view towards achieving the City's waste diversion target. Precise timing for the deployment of the curbside organics program in 2023 would be determined by the terms of the successful proposal from the organics RFP process.

Option 3: Slow Phase-In plus Expanded Optional Program

This option involves a slow phase-in of funding for the curbside waste and organics programs over the next several years. Funding allocations in 2020-22 would be utilized to resolve current waste program funding challenges. Starting in 2023, the funding phase-in for the curbside organics program would be used to offset the fees of the subscription green cart program, thereby incentivizing participation in the program until the curbside organics program is implemented in 2027. Table 3 outlines the property tax impact and service level changes associated with this option. After 2027, budget increases would be limited to growth, inflation and service level changes.

Table 3: Slow Phase-In plus Expanded Optional Program

Year	Property Tax Increase	Service Level
2020	0.5%	No change to current waste services.
2021	0.5%	No change to current waste services.
2022	0.5%	No change to current waste services.
2023	0.5%	No change to current waste services. Subsidize subscription green cart fees.
2024	0.5%	No change to current waste services. Subsidize subscription green cart fees.
2025	0.5%	No change to current waste services. Subsidize subscription green cart fees.
2026	0.5%	No change to current waste services. Subsidize subscription green cart fees.
2027	0.43%	First year of curbside organics program. New waste service level (bi-weekly collection in summer).

This option attempts to spread financial investment over a longer period of time. Should this option be selected by City Council, the Administration would cancel the current RFP and reissue it at a later date.

Option 4: Phase in by Neighbourhood

This option includes implementation of a phased-in curbside organics program for half of the neighbourhoods in the city in 2021 and the remaining neighbourhoods in 2022. The change in waste service level would happen concurrently in neighbourhoods with the introduction of the organics programs. While limited neighbourhoods would have access to the service, the property tax impact would be city wide. Those neighbourhoods not included in the first year would have the same service levels for waste and subscription green carts they currently have. Table 5 outlines the required tax increases and service level changes. After 2022, tax increase would be limited to growth, service level changes and inflation.

Table 5: Phase in by Neighbourhood

Year	Property Tax Impact	Service Level
2020	1.53%	No change to current waste services.
2021	1.04%	New curbside organics program for half the neighbourhoods in the city; year round, bi-weekly waste collection (garbage and organics) for these neighbourhoods. Other neighbourhoods eligible to participate in subscription green cart program; still receive weekly garbage collection in summer.
2022	1.35%	City-wide curbside organics program and year round, bi-weekly waste collection (garbage and organics) for all neighbourhoods.

Additional Service Level Option

The Administration has estimated that once the program is established, providing organics collection every four weeks in the winter (November to March) would save \$230,000 annually. Details on this option can be found in Attachment 1.

Options for Current Composters to Opt Out of the Program

Attachment 2 provides more details on opt out options. The majority of other municipalities do not allow opting out since city-wide organics programs are considered complementary to back yard composting and can achieve higher participation and diversion rates. Should City Council wish to investigate a potential opt-out program with the possibility of providing a rebate, the Administration would conduct further review on the potential implications associated with such a program.

Banning of Organics from Black Carts and the Landfill

The Municipal Refuse Management Regulations require the City to provide diversion options before implementing bans; therefore, the Administration recommends waiting until a program is fully developed for curbside organics and that a year round option for disposal of organic material be available before bans be explored. Additional enforcement staff (Environmental Protection Officers) would also be required for enforcement of a ban program. More details on banning organics can be found in Attachment 3.

City's Ability to Reach 70% Diversion for 2023

It is unlikely the City of Saskatoon will be able to meet the 70% diversion by 2023 target without significant resources being directed to diversion programs. A curbside organics program in Saskatoon is estimated to result in an additional 13% waste diversion, subject to participation levels from residents. In order to meet the 2023 diversion target, the curbside organics program and other community waste diversion programs would need to be implemented by the end of 2023. More details on diversion targets and lost landfill airspace value can be found in Attachment 4.

Current Optional Seasonal Organics Program

The current program has approximately 8,500 subscribers and has seen greater than 10% growth over each of the last few years. This program currently diverts nearly 2,800 tonnes of material from the landfill annually. At present, there is no limit to the number of subscribers which has some business risk for the City as there is a finite amount of space at the compost depots, limited collections resources and limited funding.

Options to the Recommendation

City Council may choose any of the options provided in this report, or may direct the Administration to find other alternatives.

Financial Implications

Each of the funding options presented in this report is based on estimates. It is estimated that for each year without an organics program, \$1.1M to \$1.6M in landfill airspace is consumed with materials that could be diverted. Depending on the funding options selected the Administration will modify the terms of the current organics request for proposal and if a longer term option is selected the RFP will be retracted and reissued at a later date.

Environmental Implications

The implementation of a city-wide curbside organics program will reduce greenhouse gas emissions by reducing the tonnes of organics that are landfilled. Reducing the amount of organics entering the landfill will also extend landfill life.

Other Considerations/Implications

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

The potential to utilize internal borrowing to fund the curbside organics program operations was considered, but determined not to be a viable option. While borrowing might facilitate launch of the new curbside organics program as early as 2021, this would require a property tax increase of 0.5% per year from 2020-2032, with debt payments continuing until 2040. Under this scenario, the total interest costs of borrowing are estimated at \$5.6M. Civic Policy C03-027 states explicitly that internal and external debt will not be employed for ongoing expenditures that would be financed through the City's operating budget, therefore this option would be counter to existing

policy. The Cities Act also requires that the City's operating budget include the amount needed for operation of the city.

Due Date for Follow-up and/or Project Completion

The Administration will report on an implementation plan and more detailed financial figures after the close of the organics RFP.

Public Notice

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

Attachments

1. Funding Options for Curbside Organics Program
2. Additional Information on Opt Out Options
3. Additional Information on Prohibition of Organics in Landfill and Black Carts
4. Additional Information on Landfill Costs and Diversion Impacts

Report Approval

Written by: Russ Munro, Director of Water & Waste Operations
Reviewed by: Trevor Bell, A/General Manager, Utilities & Environment Dept.
Approved by: Dan Willems, A/Chief Strategy & Transformation Officer

Admin Report – Curbside Organics and Waste Funding Options.docx

Funding Options for Curbside Organics Program

Overview

This attachment identifies phase-in options for a city-wide curbside organics program funded by property taxes. No utility funding options are included. Each option is based on estimates. Modifications can be made to the options but would require updated calculations.

Due to the timelines required to implement a city-wide curbside organics program, the earliest that a program could be implemented is in 2021. The Administration recommends that the seasonal, subscription green cart program remain available in 2020 and until such time that a city-wide curbside organics program is implemented in 2021 or beyond. No changes are proposed to the current waste collection frequency until such time that a city-wide organics program is implemented. Savings resulting from reduced waste collection frequency would be realized once the curbside organics program is implemented.

Curbside Organics Program Funding Options

Option 1: Aggressive Phase-In

Fully fund current waste service levels in 2020 and implement a city-wide curbside organics program in 2021.

This option would include a 1.53% increase to property taxes in 2020 to fully fund the current waste handling program service levels. As previously reported, the estimated funding gap for waste collection and disposal, compost depots and the subscription green cart program is approximately \$3M.

With this option, the subscription green cart program would still be available for residents who wish to participate in 2020. Once the waste handling budgets are fully funded in 2020, the curbside organics program could be implemented in 2021. As it is not recommended to deploy green carts and commence an organics program in the winter, the Administration recommends that the earliest the curbside organics program would commence would be the spring of 2021, though precise timing for the deployment of the program would be determined by the terms of the successful proposal from the organics Request for Proposals (RFP) process. This is estimated to result in a 1.35% increase to property taxes in 2021 since only $\frac{3}{4}$ of the year (i.e. April to December) would require program funding. The first full year of the curbside organics program would be in 2022 and is estimated to result in a property tax increase of 1.05% in 2022.

Year	Property Tax Increase	Service Level
2020	1.53%	No change to current waste services.
2021	1.35%	New curbside organics program (assuming spring start). New waste service level (bi-weekly collection in summer).
2022	1.05%	First full year of curbside organics program.

This option provides for full funding of current waste handling service levels prior to the addition of a new curbside organics program. Furthermore, it would result in the implementation of a curbside organics program in 2021, thus providing the greatest opportunity for achieving waste diversion targets, savings and efficiencies associated with bi-weekly waste collection.

Option 2: Moderate Phase-In

Fully fund current waste service levels in 2020-21 and begin city-wide curbside organics program in 2023 followed by the program starting in 2023.

This option would include a 1.0% increase to property taxes in 2020-22 and a 0.93% increase in 2023 to fully fund the current waste handling program service levels and fund the new curbside organics program.

With this option, the subscription green cart program would still be available for residents who wish to participate in 2020-2022. Once the current service levels are fully funded in 2022, the curbside organics program could begin in 2023. As it is not recommended to deploy green carts and commence an organics program in the winter, the Administration recommends that the earliest the curbside organics program would commence would be the spring of 2023, though precise timing for the deployment of the program would be determined by the terms of the successful proposal from the organics RFP. The first full year of the curbside organics program would be in 2024.

Year	Property Tax Increase	Service Level
2020	1.0%	No change to current waste services.
2021	1.0%	No change to current waste services.
2022	1.0%	No change to current waste services.
2023	0.93%	First year of curbside organics program. New waste service level (bi-weekly collection in summer).

Option 3: Slow Phase-In plus Expanded Optional Program

Fully fund current waste service levels in 2020-22 and begin city-wide curbside organics program in 2027 followed by the program starting in 2027.

This option would include a 0.5% increase to property taxes in 2020-26 and a 0.43% increase in 2027 to fully fund the current waste handling program service levels and fund the new curbside organics program.

With this option, the subscription green cart program would still be available for residents who wish to participate in 2020-25. Funding allocations in 2020-22 would be utilized to resolve current of waste program funding challenges. Starting in 2023, the funding phase-in for the curbside organics program would be used to offset the fees of the subscription green cart program, thereby incentivizing participation in the program until the curbside organics program is implemented in 2027.

The curbside organics program could be implemented in 2027. As it is not recommended to deploy green carts and commence an organics program in the winter, the Administration recommends that the earliest the curbside organics program would commence would be the spring of 2027, though precise timing for the deployment of the program would be determined by the terms of the successful proposal from the organics RFP. The first full year of the curbside organics program would be in 2028.

Year	Property Tax Increase	Service Level
2020	0.5%	No change to current waste services.
2021	0.5%	No change to current waste services.
2022	0.5%	No change to current waste services.
2023	0.5%	No change to current waste services. Subsidize subscription green cart fees.
2024	0.5%	No change to current waste services. Subsidize subscription green cart fees.
2025	0.5%	No change to current waste services. Subsidize subscription green cart fees.
2026	0.5%	No change to current waste services. Subsidize subscription green cart fees.
2027	0.43%	First year of curbside organics program. New waste service level (bi-weekly collection in summer).

Option 4: Phase in by Neighbourhood

Two year phase-in of a city-wide organics program by neighbourhood.

This option would include implementation of a phased-in curbside organics program for half of the neighbourhoods in the city in 2021 and the remaining neighbourhoods in 2022. As shown in the table below, this option would result in a lower property tax impact than implementing a city-wide program for all neighbourhoods in one year, however the service would only be provided to half the neighbourhoods.

It is proposed that those neighbourhoods included in the curbside organics program in year 1 would also have a corresponding change to their waste collection service (i.e. bi-weekly collection year round). Those neighbourhoods not included in the curbside organics program in year 1 would still be eligible to participate in the subscription green cart program and would still receive weekly waste collection in the summer months. By year 2, when all neighbourhoods are included in the curbside organics program, waste collection would be bi-weekly year round for all neighbourhoods.

The table below shows the estimated property tax impact and service level considerations of a two year phased-in program.

Year	Property Tax Impact	Service Level
2020	1.53%	No change to current waste services.
2021	1.04%	New curbside organics program for half the neighbourhoods in the city; year round, bi-weekly waste collection for these neighbourhoods. Other neighbourhoods eligible to participate in subscription green cart program; still receive weekly waste collection in summer.
2022	1.35%	City-wide curbside organics program and year round, bi-weekly waste collection for all neighbourhoods.

This option is not recommended as it would result in only half of the households receiving organics collection services funded by property taxes, which could lead to concerns around fairness. Households in the neighbourhoods that are not included in year 1 would be required to pay a subscription fee for the green cart program. In addition to concerns about customer service and equality, there would be numerous resourcing, planning and scheduling challenges, and inefficiencies as a result of different waste and organics collection service levels offered in each neighbourhood.

Additional Service Level Option: Reduced Organics Collection Frequency in the Winter

This service level option involves reduced organics collection frequency in the winter months and could be combined with any of the funding options identified above. From November to March inclusive, organics could be collected every four weeks instead of bi-weekly. This would result in 5 fewer organics collections per year.

Total annual savings are estimated at \$230,000 or a property tax reduction of 0.1% as a result of reduced fuel consumption, reduced truck maintenance, and a reduced number of staff required, or reduced contract costs. It is important to note that the total number of trucks required in a city or contracted fleet would remain the same in order to provide bi-weekly collections in the summer months. There would, however, be an anticipated reduction of 2.4 FTEs or the equivalent of six seasonal operator positions from November through March although there would be higher administrative resources required to hire, train, and layoff seasonal staff as compared to maintaining a consistent complement of permanent staff with internal service provision.

Other considerations for reduced organics collection frequency in winter are as follows:

- Monthly collections are estimated to reduce greenhouse gas (GHG) emissions by approximately 160 tonnes CO₂ equivalents as a result of fewer trucks operating in the winter months. These GHG savings, however, could be negated by an increase in the amount of organic material sent to the landfill as a result of residents choosing to put their organics in the black carts that would be collected more frequently.

- Odours and nuisance concerns with monthly storage of organic material is anticipated to be minimal in the winter months. Unexpected warm temperatures in the winter months could cause materials to thaw and could result in odour issues as well as increased likelihood of material freezing to the bin.
- With a monthly collection frequency, a missed collection could result in a two-month interval between collections if residents are unable to place their green cart out for collection on their scheduled day.
- While some current green cart subscribers indicate that they utilize their green carts to store food waste throughout the winter, some residents may be less likely to participate in the organics program if collections are provided on a monthly basis as opposed to a bi-weekly basis.

Borrowing

The option to utilize internal borrowing to fund the curbside organics program has been reviewed. While borrowing might facilitate launch of the new curbside organics program as early as 2021, this would require a property tax increase of 0.5% per year from 2020-2032, with debt payments continuing until 2040. Under this scenario, the total interest costs of borrowing are estimated at \$5.6M. Civic Policy C03-027 states explicitly that internal and external debt will not be employed for ongoing expenditures that would be financed through the City's operating budget, therefore this option would be counter to existing policy. The Cities Act also requires that the City's operating budget include the amount needed for operation of the city.

Additional Information on Opt-Out Options

Option for Current Composters to Opt-Out of Citywide Organics Program

The Administration conducted research and surveyed several municipalities on opt-out options for curbside organics programs.

The majority of municipalities, including Calgary, Red Deer, Burnaby, Halifax, and Toronto do not offer or allow an opt-out option, largely based on the premise that everyone shares in the costs and keeps the program costs affordable for all. In addition, some municipalities state that green cart programs are considered complementary to backyard composting as they offer options for materials that aren't included in backyard composting like meat, bones and dairy. Lastly, optional programs generally have a lower participation rate and are not as successful in achieving the same level of diversion as citywide programs.

Three municipalities, Seattle, WA, Gibsons, BC, and Lloydminster (all utility funded), offer different opt-out options for their curbside organics programs.

Seattle uses a self-reporting honour system whereby residents call in to have their cart removed and are subsequently exempt from paying the corresponding utility fee. Approximately 3% of eligible households in Seattle have opted out.

Residents in Gibsons, BC are only able to opt-out if they already compost 100% of their green waste. Those requesting exemption must submit a request to opt-out with a description or photographic proof that they are able to divert organic waste. Applications are reviewed by staff prior to approval for removal from the program. If organic waste is discovered in an exempted household's garbage bin, a levy is applied and that household then becomes a participant in the program. Approximately 4% of eligible households in Gibsons, BC have opted out of the program.

Lloydminster residents are given the option to opt-out of participating in their curbside organics program however they are not allowed to opt-out of paying the monthly utility fee for this service.

One municipality, Davis, CA (property tax funded) offers an opt-out option for households to return their green cart however no rate adjustment is provided. Residents may also be required to prove that they are separating their organics from their garbage.

The following are some considerations for an opt-out option for a property tax funded curbside organics program in Saskatoon:

- Would require resources to develop opt-out parameters and to review and administer applications for exemption. This could range from approving phone call or email requests, to conducting inspections at individual households.

- Residents could choose to opt-out and either return their green cart or have it picked up by the City. As the program is property tax funded, a rebate option would be problematic.
- Opt-out options could be provided for select curbside properties like legal suites that may not require an additional cart or townhouse complexes that have their yard waste managed by private companies.
- There could be capital and operating savings associated with purchasing fewer carts and processing fewer tonnes of organics. There may also be increased costs associated with collection inefficiencies and administering an opt-out option.
- Based on the 2017 Waste Awareness and Behaviour Survey, 26% of curbside residents stated that they compost their yard waste in their backyard and 30% stated that they compost their food waste in their backyard. It is difficult to estimate how many households might request to opt-out once a year round curbside organics program is available.
- The citywide program is expected to have benefits compared to a home composting program including:
 - A wider range of materials will be accepted including meat, bones, dairy, soiled paper/cardboard (i.e. pizza boxes), small branches, and weeds;
 - Home compost bins tend to fill up, especially over the winter or during peak use (spring and fall).

Should City Council wish to investigate a potential opt-out program further, the Administration would need to conduct further review on the potential legal implications associated with an opt-out program.

Additional Information on Prohibition of Organics in Landfill and Black Carts

Prohibition on organics from the landfill and black bins

The following excerpts on material bans were reported to City Council in 2015. Information has been updated wherever applicable.

Landfill bans, paired with other waste diversion measures, can be an effective means for increasing waste diversion. Municipal Refuse Management Regulations require the City to provide diversion options before implementing bans of this type. Municipalities implementing bans consider the following before establishing policy or regulations that ban specific materials from the landfill:

- Ensure suitable and convenient options for waste diversion are already in place for the material being banned. Bans should only be implemented after well established and easily accessible options exist in order to avoid illegal dumping.
- Establish resources (i.e. Environmental Protection Officers) to effectively enforce the landfill ban using incentives or disincentives such as fines under a waste bylaw or differential landfill fees.
- Provide adequate time prior to a landfill ban coming into effect. It is important to ensure an education program is used to make sure all those affected by the ban clearly understand its implications. Common practice is to also implement a grace period where the ban is in place but not enforced.
- Stakeholder engagement is critical for success to ensure that those affected by the ban are able to comply by selecting program elements and enforcement methods that will be effective in the local context.

Municipalities generally use the following mechanisms to ban organics:

Development of Citywide Composting Program – Many municipalities offer convenient curbside collection options for the diversion of food and/or yard waste to composting facilities. In Saskatoon, civic composting programs are voluntary in nature and are not used by the majority of residents. While approximately 35% of households used the compost depots in 2018, only 12% of households subscribed to the Green Cart program. The total combined participation rate is still less than half of all curbside households. In addition, the existing compost depots are located in areas of future development, have limited footprint for accepting increased volumes of materials, and due to the open windrow composting method are limited in the types of materials that can be accepted.

Require Commercial Sector Diversion of Organics – Some municipalities adopt bylaws requiring the Industrial-Commercial-Institutional (ICI) sector (including schools, restaurants, grocery stores, etc.) to divert their organic waste. Most municipalities have composting facilities that can accept material from businesses. Due to the

aforementioned considerations, the current compost depots are not in a position to accept or process food waste loads from the ICI sector.

Fees, Fines, or Outright Prohibition of Loads Delivered to Landfill Containing Organics – Some municipalities use load inspections at the landfill as a way to enforce organics diversion within the community. Load inspections can be resource intensive and can result in haulers choosing to use an alternate landfill in the region that do not have bans.

Curbside Confirmation of Diversion – Some municipalities conduct curbside inspections prior to collecting residential garbage. Incidents where residents have placed organics in the garbage rather than the composting stream trigger some type of enforcement action ranging from an education notice, to non-collection, to fines. Most municipalities using this control method have bag-based, manual waste collections whereby collection staff are already out of the collection vehicle and can visually-inspect the waste from each home. A curbside inspection approach is more resource intensive and less effective with carts and automated collection systems.

In summary, implementing a landfill or black cart ban on organic materials in the absence of established, readily available diversion alternatives is not industry best practice. Material bans, including organics, have been identified as a topic of engagement that will be addressed in Saskatoon's Waste Diversion Plan and ICI Waste Diversion Strategy. It is recommended that stakeholder engagement be conducted prior to implementing any types of bans. Although seasonal options for diverting residential organics are available in Saskatoon, the programs are not comprehensive, nor do they provide a year round diversion option for residents and businesses. The Administration recommends continuing to expand diversion programs in advance of further consideration of bans.

Expansion of the current organics program with a prohibition of yard waste in the black bins

An expansion of the green cart program concurrent with a yard waste ban in black carts could result in increased participation in the green cart program, increased use of the compost depots, or increased backyard composting, ultimately resulting in increased diversion rates. In addition to the aforementioned information on organics bans, the following are considerations for implementation of a yard waste ban in black carts:

- Would require changes to the Waste Bylaw. If the ban is specific to yard waste from the curbside residential sector, the bylaw would have to specify yard waste is prohibited from black carts but not from metal waste bins or other waste containers used by the multi-family and commercial sectors.
- Would require a robust public education campaign to provide information and options to residents well in advance of an effective ban date (recommended no less than one full year).

- Would require additional resources (i.e. Environmental Protection Officers) to inspect carts at the curb and to issue education letters, warning letters, or fines for non-compliance. Could be difficult to enforce if yard waste is bagged prior to being placed inside the carts. Job safety analyses do not allow EPOs to open up bags of waste or manually remove cart contents, primarily due to the risk of injury.
- Could result in increased illegal dumping infractions and misuse of recycling carts and metal waste bins.
- May not be able to be enforced during the winter months (November through March) when yard waste quantities are low and the green cart program and compost depots are not available to residents without additional programs.
- Could result in growth of the green cart program faster than carts, trucks and operators can become available, possibly resulting in service delays.
- Could result in frustration from residents if the perception is that they are either required to pay for a green cart subscription, haul, or pay to have their yard waste hauled to a compost depot, purchase a backyard composter, or potentially be subjected to a fine under the waste bylaw.
- Would not be considered industry best practice to implement a yard waste ban when other year round diversion options are not readily available, or when the seasonal green cart program requires residents to pay a subscription fee.

Additional Information on Landfill Costs and Diversion Impacts

Financial and Diversion Impacts of Delayed Curbside Organics Implementation

The current waste diversion rate is 22.8%. A citywide curbside organics program is anticipated to reduce the amount of organics going to landfill from the residential black carts by 15,000 tonnes (low estimate) to 22,000 tonnes (high estimate), thereby increasing the waste diversion rate to a value between 31% and 35%. If a citywide curbside organics program or any other waste diversion options are not implemented, the waste diversion rate is anticipated to remain at approximately 23%.

The earliest that a citywide program could be implemented is in the spring of 2021. For every year that a citywide curbside organics program is delayed, the following is a summary of expected implications.

- A loss of landfill airspace ranging from 15,000 to 22,000 tonnes per year. This is the equivalent of \$1.1 to \$1.6M per year based on the landfill airspace valuation.
- The current volume of organics in black carts represent greenhouse gas emissions of approximately 12,000 to 17,000 tonnes CO₂e per year. These annual emissions are avoided when organics are composted or processed outside of a landfill.
- Potential delays to multi-family and ICI organics program development could occur while implementing the curbside organics program. Industry best practice is to roll organics programs out to the curbside sector first since yard waste is usually higher in this sector and since municipalities generally provide collection services for curbside customers but not all multi-unit or commercial customers.
- There are potential impacts to organics processing. For example, delays in implementing an external processing facility would result in additional costs and footprint to operate the existing compost depots, provided the same service level is maintained.

2017 - 2018 Contract Negotiations – Saskatoon Civic Middle Management Association, Local No. 222

Recommendation

1. That the proposed changes set out in the revision to the 2017 – 2018 Collective Agreement with Saskatoon Civic Middle Management Association, Local 222 be approved; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the revised contract under the Corporate Seal.

Topic and Purpose

The purpose of this report is to provide an update on collective bargaining with Saskatoon Civic Middle Management Association, Local 222, and seek approval of a two-year agreement, expiring December 31, 2018.

Report Highlights

1. The City of Saskatoon and Saskatoon Civic Middle Management Association (SCMMA), Local 222, reached a Tentative Agreement, ratified by the Union on March 14, 2019.
2. The wage increase associated with this Collective Agreement will be accommodated within the approved budget.

Strategic Goal

This report supports the goal of Asset and Financial Sustainability through open, accountable and transparent decisions on allocation of resources.

Background

Currently, the City of Saskatoon is actively bargaining with a number of its Unions and Associations. The tentative agreement is with SCMMA, Local 222.

Report

Negotiations between the City and SCMMA, Local 222, started on April 19, 2017, and a Tentative Agreement was reached on March 1, 2019. The term of the agreement is for two (2) years, for the period January 1, 2017, to December 31, 2018. The Union ratified the terms of the Memorandum of Agreement on March 14, 2019.

Terms of the new Collective Agreement include:

<ul style="list-style-type: none">• The following wage adjustments will be applied:<ul style="list-style-type: none">○ December 1, 2017 0.50% (flat increase of \$0.2333)○ July 1, 2018 1.50% (flat increase of \$0.7033)
<ul style="list-style-type: none">• The parties agreed to reduce the Short Term Sick Leave entitlement from 12 months to 6 months (100% employer paid). Correspondingly, the Long Term Disability waiting period was reduced from 12 months to 6 months with entitlement increasing from 60% to 66 2/3% (100% employee paid).
<ul style="list-style-type: none">• The parties agreed to implement a Family Responsibility Leave Pilot Program to allow employees access to sick leave to address illness, injury, medical emergency or urgent matters relating to a family member. Family member includes spouse, parents, children and legal guardianships.
<ul style="list-style-type: none">• The parties agreed to review and revise the standby compensation system to address inconsistencies.
<ul style="list-style-type: none">• The parties agreed to move a number of higher level positions out of the SCMMA bargaining unit.

Attachment 1 identifies the wage adjustments and other Collective Agreement changes in more detail.

Options to the Recommendation

One option is that City Council does not approve the tentative agreement and directs the bargaining team to continue bargaining an agreement.

Communication Plan

The results will be communicated to the public through a press release.

Financial Implications

The wage increase associated with this Collective Agreement will be accommodated within the approved budget.

Other Considerations/Implications

There are no public and/or stakeholder involvement, policy, environmental, privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

Implementation will occur 30 days after ratification by City Council.

Public Notice

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

Attachment

1. The Saskatoon Civic Middle Management Association, Local 222, Revisions to the Collective Agreement dated March 4, 2019.

Report Approval

Written by: Marno McInnes, Director of Labour Relations
Reviewed by: Sarah Cameron, Chief Human Resources Officer
Approved by: Jeff Jorgenson, City Manager

Admin Report - 2017 - 2018 Contract Negotiations – Saskatoon Civic Middle Management Association, Local No. 222.docx

**The Saskatoon Civic Middle Management Association, Local No. 222
Revisions to the Collective Agreement
March 4, 2019**

Negotiations between the City and Saskatoon Civic Middle Management Association (SCMMA) Local 222 started on April 19, 2017 and a Memorandum of Agreement was reached on March 1, 2019. The contract is for a term of two (2) years from January 1, 2017 to December 31, 2018.

1. Wages

Effective December 1, 2017 employees will receive a \$0.2333 cent per hour wage increase. (Equivalent to a 0.5% increase)

Effective July 1, 2018 employees will receive a \$0.7033 cent per hour wage increase. (Equivalent to a 1.5%)

2. Term

The term of the agreement is for two (2) years. The term is for the period January 1, 2017 to December 31, 2018.

3. Collective Agreement Changes

a) Education-Related Association Business

The parties agreed to amend the process for applying for education-related Association Business.

b) Classification Process

The parties agreed to amend the job evaluation classification process. The new article outlines the process for when a new position is created, when a significant change in an existing position has occurred or when an employee/union reclassification request is advanced.

c) Removal of Reprimand

An employee now has the right to apply to the Employer to have a reprimand removed from their file if there is no further disciplinary action in a two (2) year period of active employment following the reprimand.

d) Termination of Employment

The disciplinary action section has been changed to require the City to establish just cause when terminating employees holding positions that, with the exception of Engineering Intern, are classified at Grade I, II, III and IV (Clerical Positions).

e) Grievance Procedure

The grievance procedure has been changed to clarify that the Association is responsible for filing and handling grievances.

f) Sick Leave Plan

The current short term sick leave plan has been reduced from 12 months to 6 months. While on sick leave employee receive one hundred percent (100%) of regular salary paid for by the employer.

g) Long-Term Disability Plan

The waiting period for long term disability has been reduced from 12 months to 6 months (100% employee paid). The benefit entitlement has been improve from 60% to 66 2/3%.

h) Family Responsibility Leave Pilot

The parties agreed to implement a Family Responsibility Leave Pilot Program to allow employees access to sick leave to address illness, injury, medical emergency or urgent matter relating to a family member. Family member includes spouse, parents, children and legal guardianships. The pilot will be in place until December 31, 2021.

i) Standby Pay

The City has agreed to review the standby compensation practices and to develop a fair and consistent model for standby pay, taking into consideration the varying operational requirements.

j) Diversity and Inclusion Working Group

The parties agreed to develop a Working Group to discuss challenges and opportunities related to diversity and inclusion. The purpose of the working group is to report back in the next round of bargaining on opportunities to achieve a representative workforce.

The Union has also agreed to participate in a multi-union, city-wide joint Diversity and Inclusion Working Group.

k) Housekeeping and Administrative Changes

Housekeeping changes in relation to the amendment of statutory titles, insurance policies and clarification of vacation calculations.

Notice of Annual General Meetings – The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc.

Recommendation

That the City of Saskatoon, being a member of both The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc., appoint Charlie Clark, or in his absence, Mairin Loewen or Cynthia Block of the City of Saskatoon, in the Province of Saskatchewan, as its proxy to vote for it on its behalf at the Annual General Meetings of the members of The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc. to be held on the 26th day of March, 2019 or at any adjournment or adjournments thereof.

Topic and Purpose

The purpose of this report is to give notice of the Annual General Meetings of The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc. and to appoint the City's proxy to vote for it on its behalf.

Strategic Goal(s)

The information and recommendation contained in this report aligns with the Strategic Goal of Continuous Improvement and the leadership commitment of effective communication, openness and accountability.

Report

Notice of the Annual General Meetings of The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc., to be held on March 26, 2019 has been received and included with this report. Due to the timing of the upcoming Annual General Meetings and City Council's meeting schedule, this matter is being reported directly to City Council at this time by the City Clerk.

City Council is requested to approve the recommendation, as set out.

Due Date for Follow-up and/or Project Completion

The appropriate Instruments of Proxy will be executed and forwarded to the Boards.

Public Notice

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

Attachment(s)

1. Notices of Annual General Meetings - The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc.

Report Approval

Written and Approved by: Joanne Sproule, City Clerk

Report – Notice of AGMs – SGCC and AGS.docx

Ph +1 306 975-7610
remaimodern.org

P.O. Box 569
Saskatoon SK S7K 3L6 Canada

February 28, 2019

To: His Worship the Mayor and City Council,
c/o Office of the City Clerk
Scott Verity
Trent Bester
Alison Norlen
Jenna Richards
Veronica Gamracy
Karen Chad
Garnet McElree
Beau Atkins
Fatima Coovadia
Grant Stoneham
Councillor Cynthia Block
Councillor Mairin Loewen
Grant McConnell
Allison Lachance
Debra Pozega Osburn
Louis Christ
Doug Matheson
Celene Anger, COO
PriceWaterhouseCoopers LLP, Corporate Auditors
MacPherson Leslie & Tyerman LLP, Corporate Solicitors



From: Dianne Romphf, Administrative Assistant

NOTICE OF ANNUAL GENERAL MEETING
THE SASKATOON GALLERY AND CONSERVATORY CORPORATION

The Annual General Meeting of the Member of The Saskatoon Gallery and Conservatory Corporation will take place on **Tuesday, March 26, 2019 at approximately 5:00 p.m.** The meeting will be held in the Conference Room at Remail Modern Art Gallery

The agenda for the meeting is attached.

Please confirm your attendance with Dianne Romphf by email dromphf@remaimodern.org or phone 306.975.8051

Thank you


Dianne Romphf

Administrative Assistant

AGENDA

**ANNUAL GENERAL MEETING OF THE MEMBERS
THE SASKATOON GALLERY AND CONSERVATORY CORPORATION
Fourth Floor Conference Room, Remai Modern Art Gallery, Saskatoon, SK
Tuesday March 26, 2019 at 5:00 p.m.**

- I. ROLL CALL
- II. APPOINTMENT TO BOARD OF DIRECTORS
- III. NOTICE OF WAIVER OF IRREGULARITIES
- IV. APPROVAL OF AGENDA
- V. APPROVAL OF MINUTES
-Annual General Meeting – March 20, 2018
- VI. INSTRUMENT OF PROXY
- VII. ANNUAL REPORTS
 - a. Annual Report of the Chair and President
 - b. Annual Report of the Interim Chief Executive officer and Chief Operating Officer
 - c. Annual Report of the Treasurer
 - i. Review and approval of financial statements
- VIII. APPOINTMENT OF AUDITORS
- IX. ADJOURNMENT

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remaimodern.org

P.O. Box 569
Saskatoon SK S7K 3L6 Canada

February 28, 2019

To: His Worship the Mayor and City Council,
c/o Office of the City Clerk
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PriceWaterhouseCoopers LLP, Corporate Auditors
MacPherson Leslie & Tyerman LLP, Corporate Solicitors



From: Dianne Romphf, Administrative Assistant

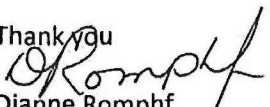
**NOTICE OF ANNUAL GENERAL MEETING
The ART GALLERY OF SASKATCHEWAN INC.**

The Annual General Meeting of the Member of The Art Gallery of Saskatchewan Inc. will take place on **Tuesday, March 26, 2019 at approximately 7:00 p.m.** (Immediately following the adjournment of the Annual General Meeting of The SASKATOON GALLERY AND CONSERVATORY CORPORATION). The Art Gallery of Saskatchewan Inc. meeting will be held in the 4th floor Conference Room at Remail Modern Art Gallery

The agenda for the meeting is attached.

Please confirm your attendance with Dianne Romphf by email dromphf@remaimodern.org or phone 306.975.8051

Thank you


Dianne Romphf
Administrative Assistant

AGENDA

ANNUAL GENERAL MEETING OF THE MEMBERS

THE ART GALLERY OF SASKATCHEWAN INC.

Fourth Floor Conference Room, Remai Modern Art Gallery, Saskatoon, SK

Tuesday March 26, 2019 at 7:00 p.m.

(Immediately following the adjournment of the Annual General Meeting of the Saskatoon Gallery and Conservatory Corporation)

- I. ROLL CALL
- II. APPOINTMENT TO BOARD OF DIRECTORS
- III. NOTICE OF WAIVER OF IRREGULARITIES
- IV. APPROVAL OF AGENDA
- V. APPROVAL OF MINUTES
-Annual General Meeting – March 20, 2018
- VI. INSTRUMENT OF PROXY
- VII. ANNUAL REPORTS
 - a. Annual Report of the Chair and President
 - b. Annual Report of the Interim Chief Executive officer and Chief Operating Officer
 - c. Annual Report of the Treasurer
 - i. Review and approval of financial statements
- VIII. APPOINTMENT OF AUDITORS
- IX. ADJOURNMENT