

HERITAGE CONSERVATION PROGRAM STRATEGY

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Introduction

Why Heritage Conservation is Important

There are many demonstrated benefits to heritage conservation that are recognized by municipalities beyond the appreciation, social relevancy, cultural impact and architectural significance that we often associate with when we think of conserving heritage assets.

Economic

The economic benefits of municipal heritage conservation programs are recognized across jurisdictions based on the potential for job growth, tourism, and adaptive reuse benefits. It is recognized that work pertaining to the restoration of historic resources, particularly for built heritage structures often requires additional skills and specialized trades. As a result, heritage conservation programs have an added benefit to the skilled labour market.

Tourism is also a recognized benefit of heritage conservation programs. A distinct sense of place and recognizing historical contexts create a unique travel experience for visitors. The historic districts of Cabbagetown (Toronto), Gastown (Vancouver), Old Quebec (Quebec City) and Fort Garry (Winnipeg) draw thousands of visitors annually and can be a significant economic driver for a community.

Statistics Canada, for example, reports that 24% of overnight visitors to the Calgary area participate in a cultural activity, with many visiting a historic site. Since 2012, spending by 'culture' visitors in Calgary has increased by \$51.9 million.

UNESCO indicates that urban heritage areas generate much higher returns than areas devoid of any cultural or historic significance. Proximity to world-class monuments and sites usually draws high-end service-sector businesses and residents. This is reflected in land and property values.

The adaptive reuse of historic buildings can also drive economic opportunities for a city while maintaining the building stock of older heritage buildings.

Heritage Conservation is about more than just saving old buildings. Heritage Conservation can provide substantial economic spin-offs for a municipality and help meet its sustainability objectives.

Environmental

There are many demonstrated sustainability benefits to heritage conservation programs, specifically through limiting demolition waste, and minimizing the need for new building materials. Historic buildings have 'inherent sustainability' to maintain, since their longer lifecycle presents significant carbon savings in comparison with buildings that are not constructed for longevity and must be replaced to remain a useful function. Conservation limits demolition waste patterns, which reduces pressure on landfills, and minimizes the need for new building materials to be used.

According to Statistics Canada, the demolition of buildings (construction, renovation and demolition waste) amounts to about 12% of all landfill waste generated in Canada (National Waste Characterization Report).

Upgrading existing heritage structures to become more energy efficient can often be accomplished in a sympathetic manner without destroying character-defining elements. Revitalizing historic neighbourhoods reduces the need to develop and service new land, a key objective of Smart Growth.

Heritage Conservation curates our space; from ornately adorned churches to sacred spaces and modest boomtown architecture, heritage assets significantly contribute to the public realm and how we experience our city.

Social

Lastly, heritage is collectively ours. Heritage conservation provides an opportunity to recognize and celebrate our history. It is a marker of our physical past, telling the story of how a community developed, what significant events occurred throughout its history, various periods of design and architecture, and the individuals or groups that lived there.

Heritage assets are significant contributors to the public realm, and often provide a sense of place. Heritage conservation has become more holistic and inclusive in recent years through a broadened approach to heritage. Cultural and natural heritage has become increasingly important, as has the inclusion of underrepresented groups.

Heritage Conservation Program Strategy

The Heritage Conservation Program Strategy is intended to outline a series of options and opportunities that seek to better conserve Saskatoon's heritage assets through the City's existing Heritage Program. These opportunities are currently outlined at a high level, with room for further detail and refinement following City Council's direction. Four separation options have been bundled for City Council's consideration, based on three key areas:

Incentives

Financial and non-financial assistance to heritage property owners.

Protection

Regulatory tools to ensure measures are in place to protect heritage assets and guide change.

Education:

Providing access to education, tools and resources to heritage property owners and the public.



Top: City Hall Source: Saskatoon Public Library – Local History. A-1524

The common approach to heritage conservation in many heritage programs across Canada is a multi-faceted. There are different needs based on property age, use (i.e. residential vs commercial), and whether the property is taxable or non-taxable.

Through research of best practices in other Canadian municipalities, several opportunities were identified in the areas of incentives, regulation, and education. These opportunities and options are explained in more detail on the following pages.

Heritage Conservation Program

The Official Community Plan (Bylaw 9700) defines the City's role in conserving and interpreting cultural and built heritage in Saskatoon. The Heritage Conservation Program was established in 1996 and is administered through the Civic Heritage Policy (C10-020).

The Civic Heritage Policy (C10-020) supports and facilitates the consideration, designation, conservation, and management of heritage resources. The Heritage Plan is a companion document to the Civic Heritage Policy (C10-020) which links the Civic Heritage Policy with implementation actions. The Heritage Conservation Program includes both financial and non-financial support for heritage conservation, in addition to educational outreach. The current program includes:

Tax Incentives

A property tax abatement up to 50% of the costs where a proposed conservation project generates an increase in the existing property taxes. (Up to a \$150,000 max). An incentive which has not been accessed in the last 10 years.

Grants

A grant that covers 50% of the project costs where a proposed conservation project does not generate an increase in the existing property taxes or for tax-exempt properties. (Up to a maximum of \$150,000 for taxable properties and \$75,000 for tax exempt properties).

The grant is typically amortized over a number of years, up to a maximum of 10 years. City Council has the ability to approve additional funding beyond the \$150,000. This incentive has been used 35 times in the last 10 years totaling over \$580,000.

Maintenance Grants

A grant up to 50% of maintenance costs. (Up to \$2,500). This grant has been accessed 21 times in the last 10 years totaling \$21,000.

Permit Refunds

A refund of 50% of any building and development permit fees related to eligible project costs. This incentive has not been utilized in the last 10 years.

Non-Financial Incentives and Support

The City provides non-financial incentives and support services for each individual property. This may include working to develop alternative solutions to address building code requirements, investing in streetscaping improvements which enhance the heritage structure, a relaxation of development standards or rezoning by agreement for adaptive reuse of the property. Accessed once in the last 10 years for a relaxation in development standards.

Façade Conservation and Enhancement Program

A grant up to \$4,000 for eligible properties undergoing a heritage conservation project. Applicable to commercial properties only.

Heritage Promotion Grant

A grant up to \$2,000 annually to support each Business Improvement District in promotional and educational ventures within their district.

Education

The City provides educational opportunities on heritage conservation through its website, as well as a biennial Doors Open Event.

Grants are the most used incentive tool under the existing Heritage Conservation Program, accounting for nearly \$600,000 and upwards of 50 projects since 2014.

Engagement Summary

Engagement Tools

The following engagement methods and tools were used to engage and inform stakeholders on the Heritage Conservation Program Strategy:

Heritage Property Owner Survey (October 2023)

A survey was emailed out to all private Designated Municipal Heritage Properties in October 2023. There were 19 responses received.

MHAC Workshop (March 2024)

A workshop was held with MHAC on March 19, 2024. The purpose of the exercise was to prioritize a list of potential incentive, protection, and education options.

MHAC Meeting (June 2024, and September 2024)

Based on a jurisdictional review and the March workshop, an information report was presented to MHAC on June 18, 2024, outlining a draft of the proposed Heritage Conservation Strategy. Administration attended a follow up meeting in September to provide a project update.

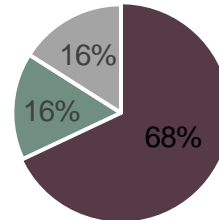
Engage Page and Public Survey (July 2024)

An engage page for the project was created along with a public survey requesting feedback on the proposed incentives, regulations and education options. There were 75 respondents to the survey.



Top: City Hall Source: Saskatoon Public Library – Local History. LH-6444

Heritage Property Owners Survey: Respondents by Property Type



■ Residential ■ Commercial ■ Other

MHAC Prioritization

The following opportunities were selected by MHAC as top priorities:

Incentives

1. Property Tax Incentives
2. Grants
3. Building, Zoning and Permit Flexibility

Protection

1. Holding Bylaw Review
2. Heritage Alteration Permit
3. Heritage Conservation Districts

Education

1. Heritage Workshops
2. Heritage Professional and Trade Directory
3. Interpretive Features Initiative

What We Heard

The following key themes were identified through engagement on the existing Heritage Conservation Program, as well as the opportunities and options that are being considered under the Heritage Conservation Program Strategy:

Current incentives require substantial upfront capital investment. Owning a heritage property comes with unique challenges and maintenance requirements. It may take property owners several years to be able to pay the upfront cost for a heritage conservation project. Many property owners may never be in a position to afford the capital investment.

Support is needed beyond the 10-year period offered. Property owners are not able to access the program again if they reach the maximum grant amount, which is capped at 10 years. Support may not be available over the property's lifespan.

Better public awareness and education. The public is not aware of the incentives offered through the heritage conservation program. They are often unaware of other City or Provincial incentives or grants that may be available to them. Better education is a key component to teaching the public, professionals and other organizations the value of historical properties and how the program is able to offer assistance.

No tangible measurables or targets identified. Without set targets or quantifiable numbers, it is challenging to determine what would constitute success for the Heritage Conservation Program. Is it so many properties designated per year? Is it the amount of funding provided and/or spent?

Difficulty in finding skilled trades, craftspeople, and professionals. Finding people with knowledge of heritage construction and appropriate conservation techniques is challenging in Saskatoon.

Timing and delays in approvals are costly. The perception that heritage designation means more "red tape" is pervasive. Delays in approvals are viewed as being costly to owners when improvements are considered urgent.

A culture shift is necessary. There needs to be a change in how we view heritage. Heritage needs to be assigned a value and considered to be an important attribute to a community. The City needs to be clear on what the "why" is. Why designate more heritage assets? Why is it important for the City to continue to conserve heritage and not solely rely on the private sector to do so? What are the implications of losing heritage?

Consider disincentives to curb demolition and neglect. Consider implementing disincentives that deter investors, developers and property owners from demolishing buildings.

"Money talks". An all around more robust funding strategy and incentive program is required. Provide fair, ongoing support to those property owners that invest in Saskatoon's heritage.

Costs to the City and its citizens of an expanded Heritage Conservation Program. Any costs of a revised Heritage Program should be outlined clearly to residents.

Impact on Property Value and Insurance. Concerns regarding heritage designation and its potential impact on property value and property insurance.

Program Options

Four options to improve the existing Heritage Conservation Program have been drafted and are outlined in the following pages.

Program Option 1

The most ambitious option which would place Saskatoon as one of the top leaders in heritage conservation amongst Canadian Municipalities. This option would implement the full suite of program opportunities, including a separate property tax subclass or property tax exemption for designated municipal heritage properties, a low interest loan program, a review of building code opportunities for heritage properties, and other regulatory measures and educational initiatives.

Some of the items, while successful in other cities, would require further in-depth analysis to determine the suitability in Saskatoon's context. Option 1 is the costliest option, largely as a result of the required seed funding for the low-interest loan program.

Program Option 2 (Recommended)

Option 2 would include a very substantive incentive through the creation of a separate property tax subclass or the implementation of a heritage property tax exemption. Several regulatory measures and educational initiatives would lead to a well-rounded and robust heritage conservation program.

This option provides a notable difference from the status quo, and like Option 1 could encourage more property owners to seek heritage designation. While not the highest achievement level option, Option 2 has great potential to lead to an increase in the number of designated properties, while remaining financially sustainable.

Program Option 3

Like Options 1 and 2, Option 3 would implement a separate property tax subclass, or property tax exemption for Municipal Heritage Properties to incentivize

designation and provide consistent, ongoing support. There would be little change from the existing program with respect to protection of heritage properties and public education.

Apart from the tax relief incentive provided through the creation of a separate property tax subclass, Option 3 remains similar to the status quo. Many of the larger policy objectives outlined in the Heritage Plan will not be able to be implemented. This option however is the most cost-effective option being proposed, other than the status quo.

Program Option 4 (Status Quo)

This option would retain the status quo of the existing Heritage Conservation Program. Project-based grants and property tax abatements will continue to form the basis of the Heritage Conservation Program. Administration will continue to find ways to improve program delivery efficiency and effectiveness, within established resources and budget.

The number of designated Municipal Heritage Properties and the ability to support existing Municipal Heritage Properties, may continue to remain low due to lack of sufficient incentives and support. Regulation and protection will remain inconsistent, and education and resource initiatives will continue to operate at a bare minimum.



Top: 3rd Avenue South. Source: Saskatoon Public Library – Local History. A-1231

Program Options Summary Table

Category	Option 1	Option 2	Option 3	Option 4
Property Tax Subclass / Exemption				
Low Interest Loan Program				
Density Bonusing and/or Transfers			 *Density Bonusing	 *Density Bonusing
Building, Zoning and Permit Flexibility		 *Zoning Flexibility	 *Zoning Flexibility	 *Zoning Flexibility
Grants				
Incremental Tax Abatement				
Holding Bylaw Review (Bylaw No. 6770)				
Heritage Conservation Districts Review				
City Heritage Assets Strategy				
Process Improvements				
Story Maps				
Heritage Workshops				
Honouring Treaty Relationships: Urban Reserves				
Heritage Professional and Trade Directory				
Interpretive Features Initiative				
Marketing and Resources Strategy				
Doors Open Event				
Cost Estimates* (above existing program costs)	Operating: \$120,000 - \$237,000 Capital: \$961,000 - \$1,024,000	Operating: \$20,000 - \$137,000 Capital: \$358,000 - \$421,000	Operating: \$8,000 - \$125,000 Capital: \$11,000 - \$74,000	Operating: - Capital: -

Program Option 1 – Next Steps

The most ambitious option which would place Saskatoon as one of the top leaders in heritage conservation amongst Canadian Municipalities. This option would implement the full suite of program opportunities, including a separate property tax subclass or property tax exemption for designated municipal heritage properties, a low interest loan program, a review of building code opportunities for heritage properties, and other regulatory measures and education initiatives. Some of the items, while successful in other cities, would require further in-depth analysis to determine the suitability in Saskatoon's context. Option 1 is also the costliest, requiring seed funding for the low-interest loan program.

Property Tax Subclass or Exemption

- Creation of a new property tax subclass or property tax exemption agreements for City Council approval.
- Administrative process development.
- Review of criteria for Municipal Heritage designation.

Low Interest Loan Program

- Lobby Provincial Government to provide for the City to offer low interest loans to designated Municipal Heritage Properties.
- Creation of a loan program. Including research into the potential for third-party administrator.
- Approval of program/Bylaw and establishment of a capital loan contribution by City Council.
- Marketing and education of the Program.

Density Bonusing and Transfers

- Review of areas within the City that would be appropriate candidates for additional density.
- Amendments to the Zoning Bylaw to provide for density transfers.
- Engagement with the public and development community to solicit feedback and inform on the density transfer incentive and selected 'transfer areas'.

Building, Zoning and Permit Flexibility

- Approval of Capital project by City Council for the review of potential amendments to the Building Bylaw.
- A review of feasibility of permit and application fee reductions and subsequent amendments to the Zoning and Fee Bylaws.

Existing Grants

- Amendments to the Civic Heritage Policy (C10-020) to limit non-maintenance related cash grants to non-taxable properties only.
- Potential review of term length of cash grants, amount and a possible increase to the maintenance grant.

Holding Bylaw Review

- Increased effort to designate Holding Bylaw (Bylaw No. 6770) Properties through new incentives offered.
- Review of Holding Bylaw for the inclusion of additional properties.
- Review for potential amalgamation of Holding Bylaw and the Saskatoon Register of Historic Places.



Top: Buena Vista School. Source: City of Saskatoon

Heritage Conservation Districts Review

- Research areas of heritage interest through previous policy and reviews.
- Identify common characteristics within those areas to determine suitability for an HCD.
- Consultations with MHAC and other stakeholders.
- Direction from City Council on proceeding with next steps and potentially an HCD(s).

City Heritage Assets Strategy

- Review of city-owned heritage properties for potential designation and/or sale.
- Identification of potential barriers to adaptive reuse of current heritage assets.
- Development of a City-owned Heritage Assets Conservation Strategy through Administration and/or an external architect/heritage professional.

Process Improvements

- Amendments to Heritage Plan and Civic Heritage Policy (C10-020) for inclusion of 'orphaned' bylaws and processes.
- Establishment of all relevant heritage processes in ePermitting and/or a grant system.
- Exploring the use of a heritage alteration permit.
- Creating program targets that are measured annually.

Heritage Workshops

- Work with external partners, heritage professionals, tradespeople and MHAC to develop relevant workshops that provide 'hands-on' guidance regarding heritage conservation.
- Develop educational content and marketing around the workshops to inform the public.

Heritage Professional and Trade Directory

- Compile a list of heritage trade professionals by researching those who have undertaken heritage conservation work through past projects and reaching out to trade representatives and organizations.
- Publish and regularly maintain the list online.

Interpretive Features Initiative

- Working with local partners, indigenous and community groups, and MHAC, establish an appropriate area for the initiative, along with common theme or themes.
- Enlist a consultant or internal staff to develop a comprehensive interpretive plan for City Council's approval.



Top: Spadina Crescent Bridge. Source: City of Saskatoon

Honouring Treaty Relationships: Urban Reserves

- Reach out to First Nations to obtain feedback and interest on commemoration.
- Work with First Nations to discuss the appropriate type of commemoration.

Story Maps

- Create a Story Map for Municipal Heritage Properties and/or the Saskatoon Register of Historic Places through online mapping tools.
- Develop educational content surrounding the story maps to educate the public.



Top: Marr Residence. Source: City of Saskatoon

Marketing and Resources Strategy

- Complete a refresh of the Heritage Conservation Program material and brand.
- Develop an increased online presence.
- Review the Saskatoon Register of Historic Places and Built Heritage Database to determine changes.

Existing Doors Open Event

- Research additional opportunities to expand on the success of the event.
- Potentially pursue options to administer the event internally versus an external organization in order to improve efficiencies and reduce costs.



Operating: \$120,000 - \$237,000
Capital: \$961,000 - \$1,024,000

Program Option 2 (Recommended) – Next Steps

This option would include a very substantive incentive through the creation of a separate property tax subclass or the implementation of a heritage property tax exemption. Several regulatory measures and educational initiatives would lead to a well-rounded and robust heritage conservation program.

This option provides a notable difference from the status quo, and like Option 1 could encourage more property owners to seek heritage designation. While not the highest achievement level option, Option 2 has great potential to lead to an increase in the number of designated properties, while remaining financially sustainable.

Property Tax Subclass or Exemption

- Creation of a new property tax subclass or property tax exemption agreements for City Council approval.
- Administrative process development.
- Review of criteria for Municipal Heritage designation.

Density Bonusing and Transfers

- Review of areas within the City that would be appropriate candidates for additional density.
- Amendments to the Zoning Bylaw to provide for density transfers.
- Engagement with the public and development community to solicit feedback and inform on the density transfer incentive and selected 'transfer areas'.



Top: King George Hotel. Source: City of Saskatoon



Top: Stewart's Drug Store. Source: City of Saskatoon

Existing Zoning Flexibility

- Flexibility to development standards listed under the Zoning Bylaw for heritage properties is already established in the Zoning Bylaw.
- Focus on better communication with the development community and the public regarding the existence of this incentive.

Existing Grants

- Amendments to the Civic Heritage Policy (C10-020) to limit non-maintenance related cash grants to non-taxable properties only.
- Potential review of term length of cash grants, amount and a possible increase to the maintenance grant.

Holding Bylaw Review

- Increased effort to designate Holding Bylaw (Bylaw No. 6770) Properties through new incentives offered.
- Review of Holding Bylaw for the inclusion of additional properties.
- Review for potential amalgamation of Holding Bylaw and the Saskatoon Register of Historic Places.

Heritage Conservation Districts Review

- Research areas of heritage interest through previous policy and reviews.
- Identify common characteristics within those areas to determine suitability for an HCD.
- Consultations with MHAC and other stakeholders.
- Direction from City Council on proceeding with next steps and potentially an HCD(s).

City Heritage Assets Strategy

- Review of city-owned heritage properties for potential designation and/or sale.
- Identification of potential barriers to adaptive reuse of current heritage assets.
- Development of a City-owned Heritage Assets Conservation Strategy through Administration and/or an external architect/heritage professional.

Process Improvements

- Amendments to Heritage Plan and Civic Heritage Policy (C10-020) for inclusion of 'orphaned' bylaws and processes.
- Establishment of all relevant heritage processes in ePermitting and/or a grant system.
- Exploring the use of a heritage alteration permit.
- Creating program targets that are measured annually.

Heritage Professional and Trade Directory

- Compile a list of heritage trade professionals by researching those who have undertaken heritage conservation work through past projects and reaching out to trade representatives/organizations.
- Publish and regularly maintain the list online.

Interpretive Features Initiative

- Working with local partners, indigenous and community groups, and MHAC, establish an appropriate area for the initiative, along with common theme or themes.
- Enlist a consultant or internal staff to develop a comprehensive interpretive plan for City Council's approval.



Top: Cenotaph. Source: City of Saskatoon

Honouring Treaty Relationships: Urban Reserves

- Reach out to First Nations to obtain feedback and interest on commemoration.
- Work with First Nations to discuss the appropriate type of commemoration.

Story Maps

- Create a Story Map for Municipal Heritage Properties and/or the Saskatoon Register of Historic Places through online mapping tools.
- Develop educational content surrounding the story maps to educate the public.



Top: Moose Jaw Trail. Source: City of Saskatoon

Marketing and Resources Strategy

- Complete a refresh of the Heritage Conservation Program brand and material.
- Develop an increased online presence.
- Review of the Saskatoon Register of Historic Places and Built Heritage Database to determine changes.

Existing Doors Open Event

- Research additional opportunities to expand on the success of the event.
- Potentially pursue options to administer the event internally versus an external organization in order to improve efficiencies and reduce costs.



Operating: \$20,000 - \$137,000
Capital: \$358,000 - \$421,000

Program Option 3 – Next Steps

This option would implement a separate property tax subclass, or a property tax exemption for Municipal Heritage Properties to incentivize designation and provide consistent, ongoing support. There would be little change from the existing program with respect to protection of heritage properties and public education.

Apart from the tax relief incentive provided through creation of a separate property tax subclass, Option 3 remains the status quo. Many of the larger policy objectives outlined in the Heritage Plan will not be able to be implemented. This is the most cost-effective option being proposed, other than the status quo.

Property Tax Subclass or Exemption

- Creation of a new property tax subclass or property tax exemption agreements for City Council approval.
- Administrative process development.
- Review of criteria for Municipal Heritage designation.

Existing Density Bonusing

- Density Bonusing for heritage conservation exists currently under the Zoning Bylaw.
- Provide better communication on this incentive, outlining how it works and its benefit.

Existing Zoning Flexibility

- Flexibility to development standards listed under the Zoning Bylaw for heritage properties is already established in the Zoning Bylaw.
- Focus on better communication with the development community and the public regarding the existence of this incentive.

Existing Grants

- Amendments to the Civic Heritage Policy (C10-020) to limit non-maintenance related cash grants to non-taxable properties only.
- Potential review of term length of cash grants, amount and a possible increase to the maintenance grant.



Top: Pendency House. Source: City of Saskatoon

Process Improvements

- Amendments to Heritage Plan and Civic Heritage Policy (C10-020) for inclusion of 'orphaned' bylaws and processes.
- Establishment of all relevant heritage processes in ePermitting and/or a grant system.
- Exploring the use of a heritage alteration permit.
- Creating program targets that are measured annually.

Existing Doors Open Event

- Research additional opportunities to expand on the success of the event.
- Potentially pursue options to administer the event internally versus an external organization in order to improve efficiencies and reduce costs.



Top: St. Joseph's Roman Catholic Church and Rectory. Source: City of Saskatoon



Operating: \$8,000 - \$125,000

Capital: \$11,000 - \$74,000

Option 4

This option would retain the status quo of the existing Heritage Conservation Program. Project-based grants and property tax abatements will continue to form the basis of the Heritage Conservation Program. Administration will continue to find ways to improve program delivery efficiency and effectiveness, within established resources and budget.

The number of designated Municipal Heritage Properties under Option 4 and the ability to support existing Municipal Heritage Properties, may continue to remain low due to lack of sufficient incentives and support. Regulation and protection will remain inconsistent, and education and resource initiatives will continue to operate at a bare minimum.

Existing Incremental Tax Abatements

- Incremental Tax Abatements exist under the current Heritage Conservation Program.

Existing Density Bonusing

- Density Bonusing for heritage conservation exists currently under the Zoning Bylaw.
- Provide better communication on this incentive, outlining how it works and its benefit.



Top: Adilman's Department Store. Source: City of Saskatoon

Existing Zoning Flexibility

- Flexibility to development standards for heritage properties is already established under the Zoning Bylaw.
- Focus on better communication with development community and public regarding the existence of this incentive.

Existing Grants

- Potential review of term length of cash grants, amount and a possible increase to the maintenance grant.



Top: Eaton Block. Source: City of Saskatoon

Existing Doors Open Event

- Research additional opportunities to expand on the success of the event.
- Potentially pursue options to administer the event internally versus an external organization in order to improve efficiencies and reduce costs.



Operating: -

Capital: -

Program Option Components

The Program Options are made up of several new components that could be added to the existing Heritage Conservation Program. These options are categorized according to the following:

Incentives

Incentives refer to financial and nonfinancial assistance for designated Municipal Heritage Properties, and includes the following components:

- Building, Zoning and Permit Flexibility;
- Density, Bonusing and Transfers;
- Low Interest Loan Program;
- Property Tax Subclass; and
- Property Tax Exemption.

Protection

Protection refers to regulatory tools that ensure measures are in place to protect heritage assets and guide change, and includes the following components:

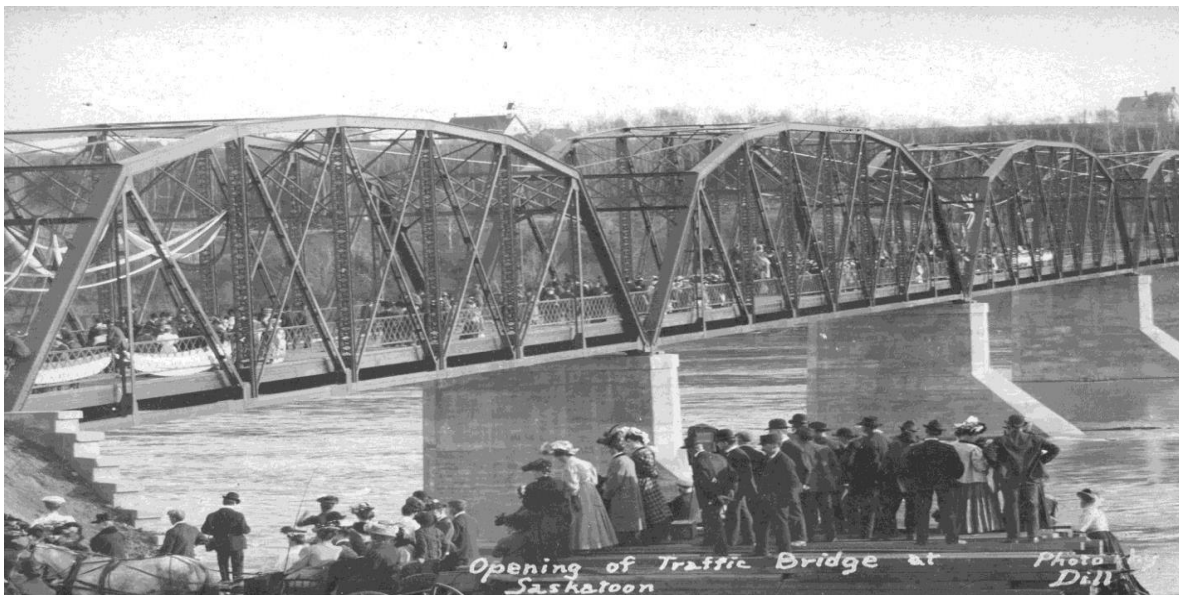
- Holding Bylaw Review (Bylaw No. 6770);
- Heritage Conservation Districts Review;
- City Heritage Assets Strategy; and
- Process Improvements.

Education

Education refers to access to education, tools and resources for heritage property owners and the public, and includes the following components:

- Story Maps;
- Heritage Workshops;
- Honouring Treaty Relationships: Urban Reserves;
- Heritage Professional and Trade Directory; and
- Marketing and Resources Strategy.

Each component is outlined in further detail on the following pages.



Top: Traffic Bridge. Source: Saskatoon Public Library – Local History. LH-1389

Building, Zoning and Permit Flexibility

Incentive

What it is:

Provides flexibility in zoning and permit requirements for Municipal Heritage Properties. This may include:

- Flexibility in development standards as outlined in the Zoning Bylaw.
- Evaluation of alternative solutions under the National Building Code which could provide standard code equivalency regulations for heritage properties, as opposed to evaluation on a case-by-case basis.
- A reduction or waiver of fees for permits, encroachments, minor variances, discretionary use and/or rezoning applications.

How it Meets Policy Objectives:

- Supports the conservation of heritage resources through incentives.
- Offers monetary and non-monetary incentives to Designated Municipal Heritage Properties.
- Heritage Plan Action Item: undertake a review of incentives (B.3 a)
- Heritage Plan Action Item: review the application of building code (B.3. b).

Rationale for this Incentive:

- Conforming to current building code regulations can be costly, which may be a deterrent towards building retention or adaptive reuse. This incentive can significantly remove barriers and costs to development while continuing to align with land use and building code requirements.

- Lengthy processing times of applications have been identified as a barrier to designation. Fee reductions and/or accelerated processing times can help offset some of those concerns.

Challenges to its Implementation:

- Permit fees are based on cost recovery. As a result, a reduction or waiver of fees may require new funding and may not be possible with current fee model.
- Developing standard building code equivalencies for heritage buildings that does not compromise safety and accessibility may be challenging largely due to the different occupancy and building classifications.
- Changes to building code requirements and fee reductions would require further research through a capital project to fully understand the viability and implications of implementing these changes.

Examples in other Jurisdictions:

- Edmonton provides zoning regulation variances.
- Calgary provides zoning regulation variances.
- Vancouver provides Building code flexibility.
- Seattle provides building code relief.
- Delta provides reduced building code standards.

Options that Include this Incentive:

Option 1: Building, Zoning and Permit Flexibility

Option 2: Zoning Flexibility

Option 3: Zoning Flexibility

Option 4: Zoning Flexibility

Density Bonusing and Transfers

Incentive

What it is:

Density Bonusing means providing additional density for a development in return for the inclusion of public amenities. One of those amenities can include heritage conservation.

Density Bonusing is currently permitted under the City's Zoning Bylaw. This means that development that includes heritage conservation currently permits an additional 10% of building height beyond the 76-metre maximum in the B6 Zoning District.

The Density Transfer tool can be used where it is not possible to add more development to the site of a heritage building. Density transfers are a tool that have not been utilized. Enabling the transfer of some portion of development potential to an eligible receiver site could provide financial benefit to heritage designation and preservation/maintenance efforts.

How it Meets Policy Objectives:

- Supports the conservation of heritage resources through incentives.
- Offers monetary and non-monetary incentives to Designated Municipal Heritage Properties.
- Heritage Plan Action Item: undertake a review of incentives (B.3 a)

Rationale for this Incentive:

- Provides flexibility by applying directly to on-site development projects or as a 'density transfer' when applied to a development site that differs from where the public amenity is being provided.
- Minimal financial impact to the City and aligns with the work being undertaken in the City Centre and District Plan.

Challenges to its Implementation:

- Density bonusing may not be applicable to a large number of heritage sites.
- Density transfers are a better incentive but are best achieved if specific areas deemed appropriate for additional density are identified.



Top: Yaeger Block. Source: City of Saskatoon

Examples in other Jurisdictions:

- Calgary provides a financial incentive for density. In addition, the City of Calgary calculates floor area that can be transferable (or sold) to another parcel.
- Vancouver offers a transfer bonus density from the heritage building (referred to as a 'donor' site) to where there is more opportunity for development (a 'receiver' site). The City of Vancouver outlines specific areas where density bonuses can be transferred and publishes a Transferable Heritage Density Inventory that lists all the donor sites with density for sale in the city.

Options that Include this Incentive:

Option 1: Density Bonusing and Transfers

Option 2: Density Bonusing and Transfers

Option 3: Density Bonusing

Option 4: Density Bonusing

Low Interest Loan Program

Incentive

What it is:

A low interest loan provided to Municipal Heritage Property owners to cover the up-front costs of undertaking an eligible heritage conservation project.

Loans would have an established set minimum and a maximum (e.g. \$1,000 to \$40,000). The interest rate may vary on the length of the loan (5 - 20 years for example), which would be repaid as an addition to property taxes.

How it Meets Policy Objectives:

- Supports the conservation of heritage resources through incentives.
- Offers monetary and non-monetary incentives to Designated Municipal Heritage Properties.
- Heritage Plan Action Item: undertake a review of incentives (B.3 a)

Rationale for this Incentive:

- Provides immediate support for heritage conservation.
- Could expand eligible projects to include engineering and architectural services, mechanical/electrical/plumbing system upgrades, maintenance, and energy efficiency improvements, which are not currently eligible under the existing Heritage Conservation Program.
- Third-Party administration could be considered or partnerships with financial institutions to establish a direct lending program.

Challenges to its Implementation:

- Low interest loans are largely not permitted under *The Cities Act*. (Limited implementation could be possible as a supplement to the Home Energy Loan Program (HELP).)

- Requires substantial up-front capital or 'seed funding' to start the program.
- May require significant administrative costs if the municipality is responsible for administering the program (dependent on the scope and scale of the program).
- Can become administratively complex when used in conjunction with other tax-based incentive options (such as tax exemptions), as this incentive is also reliant on the use of property taxes.
- Provides no benefit to properties that are tax-exempt (e.g. religious institutions).

Examples in other Jurisdictions:

- Markham provides low interest loans to heritage properties.
- Saskatoon's own Home Energy Loan Program (HELP) offers a loan between \$1,000 and \$60,000 with \$2.5 million initial funding.

Options that Include this Incentive:

Option 1



Top: Roxy Theatre. Source: City of Saskatoon

Property Tax Subclass

Incentive

What it is:

A separate tax classification for designated Municipal Heritage Properties resulting in an on-going reduction in property taxes. A separate tax class would form part of the annual mill rate bylaw that City Council is required to approve annually. At any point, City Council could eliminate or make the mill rate the same as other tax classes. This incentive would operate in a similar manner to a tax abatement or rebate but without a set cap (years) or the requirement for renewal.

How it Meets Policy Objectives:

- Supports the conservation of heritage resources through incentives.
- Offers monetary and non-monetary incentives to Designated Municipal Heritage Properties.
- Heritage Plan Action Item: undertake a review of incentives (B.3 a)

Rationale for this Incentive:

- An attractive incentive to encourage Municipal Heritage Designation that may have the biggest impact on the number of designations and strongly signals a dedication to heritage conservation by the City.
- A straightforward incentive mechanism that would be applicable to all designated heritage properties that is not project based.
- Helps to alleviate costs associated with heritage property ownership and encourages ongoing maintenance.
- Can make demolition or 'demolition by neglect' a less attractive option for property owners or developers.

Challenges to its Implementation:

- May require additional restrictions on which properties qualify for designation by amending the Designation Evaluation Criteria for Municipal Heritage Properties.
- May cause issues with transparency, as it adds another calculation to the mill rate formula that makes it difficult to understand the City's tax and policy ratio.
- Not easy to modify once the tax classification has been set.
- Since heritage properties are both commercial and residential, there will be complications in applying a mill rate. For example, some will have a taxable percentage value of 85% and some will have 80%. Applying a uniform mill rate across these property taxes will be difficult and will add another layer of reporting to the provincial government.

Examples in other Jurisdictions:

None. Explored in other cities but not implemented to date.

Options that Include this Incentive:

Option 1

Option 2

Option 3



Top: Hopkins House. Source: City of Saskatoon

Property Tax Exemption

Incentive

What it is:

An annual fixed reduction of property taxes for Municipal Heritage Properties as defined under *The Heritage Property Act*. The reduction may include commercial and/or residential designated heritage properties and may or may not be tied to a heritage conservation project.

The portion of property taxes are reduced as a percentage. The duration may be open-ended or capped (5 or 10 years as an example).

How it Meets Policy Objectives:

- Supports the conservation of heritage resources through incentives.
- Offers monetary and non-monetary incentives to Designated Municipal Heritage Properties.
- Heritage Plan Action Item: undertake a review of incentive (B.3 a)



Top: Bowerman House. Source: City of Saskatoon

Rationale for this Incentive:

- A substantial incentive to encourage the retention of heritage properties.
- Helps to absorb some of the costs associated with conservation projects and adaptive reuse of heritage buildings.
- Can be applied outright to any Designated Municipal Heritage Property or only for those who undergo an approved Heritage Conservation project.

Challenges to its Implementation:

- Requires an application process each term to renew the exemption (if applicable).
- Does not provide a benefit to tax-exempt properties (e.g. religious institutions).

Examples in other Jurisdictions:

- Burlington provides eligible residential sites with a 40% rebate on property taxes (municipal and education) and 20% for commercial sites. There is no fixed term or cap.
- Markham provides eligible properties with a 30% rebate on property taxes.
- Edmonton provides non-residential properties with a tax exemption up to \$50,000 per year for 10 years.
- Regina provides a property tax exemption to taxable Designated Heritage Properties equivalent to 50% of eligible conservation work costs to a maximum of 10 years.

Options that Include this Incentive:

Option 1

Option 2

Option 3

City Heritage Assets Strategy

Protection Measure

What it is:

The City owns several heritage assets, each requiring their own long-term funding strategy and maintenance plan. Ideally, all City owned heritage resources should be designated, maintained in a good standard of repair, and incorporated into new development, not demolished, wherever possible.

A City Heritage Assets Conservation Strategy would provide site-by-site direction for ongoing future use of City-owned heritage assets.

How it Meets Policy Objectives:

- Develop and implement a proactive heritage review and evaluation process to identify City-owned heritage property at a time when the structure is still in use.
- Create conservation plans for City-owned heritage properties.
- Heritage Action Plan Item: prepare Conservation Plans (A.2. a)
- Heritage Action Plan Item: review the protection, management, programming, and interpretation of city-owned heritage (A.2. b)

Rationale for this Protection Measure:

- The City sets an example and high standard for heritage conservation through the pro-active approach and adherence to The Standards and Guidelines for the Conservation of Historic Places in Canada.
- Preservation of heritage assets owned by the City have the capacity to transform several key areas for redevelopment through appropriate conservation and adaptive reuse.

Challenges to its Implementation:

- Lengthy and costly process to determine a sustainable funding strategy and develop management plans for heritage assets.
- The funding of larger conservation efforts varies tremendously amongst cities. Most municipalities appear to have challenges securing a long-term funding strategy for city-owned heritage properties.

Examples in other Jurisdictions:

- Edmonton has created a Historic Resources Management Plan.
- Vancouver drafted a Heritage Conservation Renewal Report.
- Calgary is guided by their Historic Management Plan.

City-Owned Municipal Heritage Properties include:

Albert School

Bowerman House

City Gardener's Site

Little Chief Service Station

Marr Residence

Mendel Building and Civic Conservatory

Pioneer (Nutana) Cemetery

Superintendent's Residence

Options that Include this Incentive:

Option 1

Option 2

Heritage Conservation Districts Review

Protection Measure

What it is:

Heritage Conservation Districts (HCDs) are a group or area of heritage resources designated pursuant to *The Heritage Property Act*. These resources may include property, buildings, landscaping, streetscapes, etc. in a Designation Bylaw that is registered on the title of the included properties.

Formally identifying areas of heritage interest is a good first step to the application of a Heritage Conservation District. There have been several key areas in Saskatoon that have been flagged as potential candidates for HCD's including 21st Street & 2nd Avenue, portions of Spadina Crescent East, and the historic commercial districts of Broadway and Riversdale.

How it Meets Policy Objectives:

- The City may establish Heritage Conservation Districts or areas of heritage interest to recognize, protect and enhance the character of heritage areas.
- Heritage Plan Action Item: support conservation of neighbourhood heritage character (D. a)
- Heritage Plan Action Item: identify and establish HCDs. (Action Plan: D. d)

Rationale for this Protection Measure:

- Preserves the character of specific areas by protecting its important historical elements or features while also allowing for and guiding change.

- Can be very successful when a Heritage Conservation District is a community-led plan that has a clear goal and method, and that the legal ramifications and benefits are thoroughly explained.

Challenges to its Implementation:

- Difficulty in getting 'buy-in' from multiple property owners.
- A lengthy process which requires time and consideration to determine the suitable attributes or features of an area that are to be conserved.
- The argument has been made against Heritage Conservation Districts that in some situations HCDs lead to gentrification, and loss of variety, mixed-use and/or multi-unit residential development.

Examples in other Jurisdictions:

- Regina's Victoria Park HCD is the only city in the province that has implemented a HCD.
- Ottawa has 21 HCDs. Some of these HCD's are as small as street blocks, while others are as large as entire neighbourhoods.
- Winnipeg has two HCDs.

Options that Include this Incentive:

Option 1

Option 2

Process Improvements

Protection Measure

What it is:

Streamlining and improving the processes required to administer the City's Heritage Conservation Program through:

- Formalization of all policy and procedures into the Heritage Policy and Heritage Plan, including Bylaw No. 8356, The Heritage Property Bylaw, 2004 (Approval of Alterations), the Heritage Impact Statement and the Heritage Resource Materials Strategy.
- Ensuring all relevant processes are available within ePermitting, including online applications for municipal heritage designation, applications for heritage alterations, incentives etc.
- Exploring the use of a heritage alteration permit.
- Continue to build on working relationships between the City, MHAC, and other heritage organizations.
- Creating targets for the Heritage Conservation Program that are quantifiable and regularly tracked.

How it Meets Policy Objectives:

- The City will use the Standards and Guidelines as a benchmark to assess the conservation interventions proposed for Municipal Heritage Properties.

Rationale for this Protection Measure:

- Provides a 'one-stop shop' for approvals for heritage properties and clarifies the expectations for heritage properties for maintenance and alterations and the steps in the approval process.
- Increases efficiency by allowing staff to track applications and monitor progress.
- Create targets for the Heritage Conservation Program that are measurable.

Challenges to its Implementation:

- No major challenges identified at this time.

Examples in other Jurisdictions:

- Standard in some form throughout Canadian Municipalities.

Bylaw No. 8356 - Heritage Property Bylaw, 2004

The purpose of this Bylaw is to delegate to the civic administration the authority to approve alterations to designated property or property, in consultation with MHAC.

Heritage Impact Statement

A study that evaluates the impact a development may have on a heritage resource or resources. A HIS recommends options for conservation of the resource(s). Developments can include alterations, additions, partial demolitions, demolitions, relocations, or new construction.

Heritage Resource Materials Strategy

The Heritage Resource Materials Strategy provides a framework to guide the City of Saskatoon (City) in the acquisition and reuse of heritage materials.

Options that Include this Incentive:

Option 1

Option 2

Option 3

Holding Bylaw Review (Bylaw No. 6770)

Protection Measure

What it is:

The Holding Bylaw provides short-term protection of a property from demolition by allowing for a 60-day holding period in the event a demolition permit is received.

Thirty-four properties are currently protected under the Holding Bylaw. No additions have taken place since its creation in 1987. An annual review process for Administration and MHAC would determine if any properties should be added/removed from the Holding Bylaw. Property owners listed on the Holding Bylaw may be contacted to determine their interest in pursuing Municipal Heritage Designation.

How it Meets Policy Objectives:

- Determine situations where immediate consideration should be given to the designation of any Heritage Resource if threatened with demolition or adverse impacts.

Rationale for this Protection Measure:

- While Municipal Heritage Designation is ideal, the Holding Bylaw provides a 'safeguard' by providing some level of protection.
- Including properties on the Holding Bylaw allows for a public process regarding the future of the property to take place. Without such a mechanism, a demolition permit must be legally issued upon meeting all other application requirements.

Challenges to its Implementation:

- Unlike Municipal Heritage Designation, properties listed on Holding Bylaw are afforded no additional protection other than temporary denial of a demolition permit.

Heritage Properties Listed on the Holding Bylaw include:

- Bessborough Hotel
- Canada Building
- King George School
- Roxy Theatre
- Senator Hotel
- St. George's Ukrainian Greek Catholic Church
- Star Phoenix Clock
- Vimy Memorial Bandstand

Examples in other Jurisdictions:

- Standard in some form throughout Canadian municipalities.

Options that Include this Incentive:

Option 1

Option 2



Top: Vimy Memorial Bandstand. Source: City of Saskatoon

Interpretive Features Initiative

Education Opportunity

What it is:

A comprehensive interpretive plan for a specific area or neighbourhood in Saskatoon. Features could potentially include Interpretive storyboards, artifacts, wayfinding and public art.

A number of possible themes could be considered, as well as non-traditional forms of heritage such as neon and ghost signage could also be given.

How it Meets Policy Objectives:

- Supports awareness and value of heritage.
- Incorporates local history interpretive elements through plaques, public art and other opportunities as they present themselves in the public realm.
- Heritage Plan Action Item: realizes heritage awareness through programming, commemoration, interpretation, and public art (C. a).
- Heritage Plan Action Item: implements a program of interpretive features (C. g).



Top: Gardener's Residence Interpretive Board.
Source: City Of Saskatoon

Potential themes:

- Broadway and/or Riversdale Commercial District
- City Centre and Downtown History
- Environmental/Cultural Areas
- Indigenous History
- Post WWII Settler Immigration

Rationale for this Education Opportunity:

- Recognizes an area's history and culture and contributes to the richness of the public realm.
- Provides an opportunity for the city to collaborate and work with key stakeholders, including Indigenous peoples, Business Improvement Districts (BIDs) and heritage and community groups to share Saskatoon's unique stories.

Challenges to its Implementation:

- Best achieved if specific areas and/or existing opportunities are identified.
- Challenges with determining how to interpret heritage in a sensitive and meaningful manner.

Examples in other Jurisdictions:

- Standard in some form throughout most Canadian municipalities in their urban design, public art, parks and culture policies and programs.

Options that Include this Incentive:

- Option 1
- Option 2

Heritage Professional and Trade Directory

Education Opportunity

What it is:

An online local listing of professionals with heritage expertise in Saskatoon and surrounding area. Provides a network for heritage property owners to connect with trusted contractors, skilled tradespersons and craftspeople.

The directory would be managed and/or supported by the City.

How it Meets Policy Objectives:

- Supports awareness and value of heritage.
- Heritage Plan Action Item: develops a full range of partnership opportunities (C. e).

Rationale for this Education Opportunity:

- Connects property owners with professionals that have heritage expertise when undertaking heritage conservation or maintenance work.
- Increases the likelihood but does not guarantee that heritage conservation work is done in a sensitive manner.
- Ability to expand list outside of local businesses, organizations, and professionals if the interest exists. Potential partnership opportunities with MHAC, trade schools, industry representatives, and other organizations.

Challenges to its Implementation:

- Developing this type of directory does not guarantee the quality of work. Proper disclaimers will be required to absolve the City.
- Will require regular updates to ensure information is accurate and relevant.
- If choosing a third-party organization to create and maintain the list, a regular funding commitment will be required.

Examples in other Jurisdictions:

- North Waterloo Region products a Heritage Trade Directory.
- Maitland, AU publishes its own Heritage Trades Directory.

Options that Include this Incentive:

Option 1

Option 2



Top: Trounce House. Source: City of Saskatoon



Left: Maitland Heritage Trade Directory. Source: City of Maitland

Honouring Treaty Relationships: Urban Reserves

Education Opportunity

What it is:

Urban Reserves are lands within a city that have been granted reserve status by the Federal Government to build awareness through responding to TRC Call to Action #92, to encourage economic, employment and educational opportunities honouring and celebrating Treaty relationships.

In partnership with First Nations, a commemorative feature (ex: plaque or other interpretive feature) could be installed at Urban Reserve sites, outlining the history of the First Nation and the importance of settling outstanding commitments.

How it Meets Policy Objectives:

- Supports awareness and value of heritage.
- Incorporates local history interpretive elements through plaques, public art and other opportunities as they present themselves in the public realm.
- Heritage Plan Action Item: realizes heritage awareness through programming, commemoration, interpretation, and public art (C. a).
- Heritage Plan Action Item: develops a full range of partnership opportunities (C. e).

Rationale for this Education Opportunity:

- Provides an opportunity to learn and understand the true history of this place, First Nations and the importance of honoring Treaty Relationships
- Can serve as a catalyst for other opportunities to interpret First Nation history in Saskatoon.

Challenges to its Implementation:

- No major challenges identified at this time.

Examples in other Jurisdictions:

- No known similar comparisons in other jurisdictions.

Options that Include this Incentive:

Option 1

Option 2



Top: Muskeg Lake First Nation Urban Reserve.
Source: City of Saskatoon

Bottom: Yellow Quill First Nation Urban Reserve.
Source: City of Saskatoon



Heritage Workshops

Education Opportunity

What it is:

Public workshops that feature qualified professionals (contractors, tradespersons, architects, planners, etc.) to discuss heritage property conservation and maintenance.

May be more technically focused or informative on heritage designation and City processes.

How it Meets Policy Objectives:

- Supports awareness and value of heritage.
- Provides info on City policies, processes and actions.
- Heritage Plan Action Item: develops a full range of partnership opportunities (C. e).

Rationale for this Education Opportunity:

- Provides property owners with the tools to undertake maintenance and improvements to their heritage property.
- Connects property owners with heritage professionals.
- Provides educational opportunities to non-heritage property owners, including the public and interested agencies and organizations.
- Provides the City with the opportunity to dispel common misconceptions about designation and its regulations.

Challenges to its Implementation:

- Success of the workshops will be dependent on participation and interest of both professionals and public.

Examples in other Jurisdictions:

- Edmonton conducts a “This Old Edmonton House” workshop series.

- The Saskatchewan Ministry of Parks, Culture and Sport conducts a webinar series, Historic Places – Living Places to educate the public on the contributions historic places are making in Saskatchewan communities.

Options that Include this Incentive:

Option 1

Option 2

Top: Public seminars on owning a heritage home, maintenance and heritage restoration held by the City of Edmonton. Source: City of Edmonton

Marketing and Resources Strategy

Education Opportunity

What it is:

A brand refresh and marketing campaign that generates public interest in the value of Saskatoon's heritage and the importance of heritage conservation.

An improved layout of the heritage page on the City's website to promote access and functionality and Exploration of unique and creative methods to showcase heritage, such as virtual tours, digital preservation and/or building modelling.

This opportunity also includes an annual review process for Administration and MHAC to determine any changes that may be required to the Saskatoon Register of Historic Places and Built Heritage Database.

How it Meets Policy Objectives:

- Supports awareness and value of heritage.
- Provides info on City policies, processes, and actions.
- Heritage Plan Action Item: develop a consistent brand image for the City's interpretation initiatives (C. c).
- Heritage Plan Action Item: make historical information available through a variety of means (C. f).

Rationale for this Education Opportunity:

- Creates excitement and appreciation of the heritage assets located in Saskatoon.
- Provides opportunities to educate the public of the diversity of heritage within Saskatoon and how its conservation contributes to the fabric of the City.
- Allows for better capability for the public to undertake its own heritage research through the Saskatoon Register of Historic Places or through other platforms.
- Provides property owners with the

educative materials to navigate the heritage designation process and alterations to heritage properties.

Challenges to its Implementation:

- No major challenges identified at this time.

Examples in other Jurisdictions:

- Standard in some form throughout Canadian municipalities.
- Calgary launched "Heritage Inspires YYC" campaign.

Options that Include this Incentive:

Option 1

Option 2



Top: 3D Model of Third Avenue United Church created in partnership with Tourism Saskatoon, Third Avenue United Church, CyArk and Stantec Source: CyArk

Story Maps

Education Opportunity

What it is:

An interactive map, placed on the City's website, designed to tell the story of heritage assets.

The map may include Designated Municipal Heritage Properties only or could be expanded to include all properties listed on the Saskatoon Register of Historic Places.

How it Meets Policy Objectives:

- Supports awareness and value of heritage.
- Provides info on City policies, processes, and actions.
- Heritage Plan Action Item: make historical information available through a variety of means (C. f).

Rationale for this Education Opportunity:

- Provides a more visual interface than existing heritage mapping tools on the City's website.
- Allows for users to generate custom walking tours.
- Mobile functionality provides increased user-friendly access.

Challenges to its Implementation:

- No major challenges identified at this time.

Examples in other Jurisdictions:

- Burlington, ON Story Maps.
- Canadian Heritage River Systems Map.
- Saskatoon's Montgomery Place Neighbourhood Story Map.

Options that Include this Incentive:

Option 1

Option 2



Top and bottom: Two examples of the design of a Story Map for Saskatoon's heritage properties. Source: City of Saskatoon



Funding Review in other Municipalities

Funding Sources

The Heritage Conservation Program and its incentives are currently funded through the Heritage Reserve Fund, which was allocated \$115,800 in 2024. While this funding rate can provide for some smaller-scale assistance to property owners through the Heritage Conservation Program, the costs of conservation projects often far exceed what the program can support.

This subsequently leads to fewer designations of properties, and less incentive for property owners to pursue adaptive reuse projects or manage the ongoing costs of conservation and maintenance. In addition, there is little funding and resources left over for the City to pursue additional protection and regulatory measures for heritage properties or provide educational opportunities. While alternative funding opportunities exist, it is important to carefully balance the needed funding for incentives and not create barriers for the same people. While most municipalities are often stretched financially, non-financial incentives are becoming more prevalent and proven to be effective.

Through a review of other jurisdictions, the following methods of funding municipal heritage conservation programs were identified as a supplement to or an alternative for a direct increase in capital or operating funding. While these funding sources are used in other municipalities, further review and legislative changes would be required to implement in Saskatoon.

Fee/Levy Based Options

Mill Rate (Operating) Increase

A fixed operating contribution to a reserve meant to establish recurring funding. This is the current funding mechanism for the Heritage Conservation Program. An increase in this contribution without an alternate funding source would result in an impact on

the mill rate.

Heritage Application Fees

Many municipalities charge a fee for any heritage related development application. This may include a fee for the municipal heritage designation process, a fee for a heritage incentive application and/or a fee for any heritage alteration permit. The City of Saskatoon currently does not charge any fee for any heritage related development application as it may act as disincentive to designation.

Permit Fee Increases

Increased building and development permit fees may be directed into the heritage reserve, particularly demolition permit fees. The City of Vancouver, as an example, increased demolition fees for pre 1940 houses.

According to their definition, a character house is a house built prior to 1940 that is considered to have heritage character merit by city staff, but it not listed on the Vancouver Heritage Register. The City of Vancouver also takes a portion of rezoning fees and redirects the funds to its Heritage Reserve.

Delta, BC for example adds a 5% heritage conservation levy to all new builds through the building permit fee. The funds collected directly fund heritage conservation projects.

City-Owned Heritage Rental Revenue

City owned heritage sites with rental opportunities can be used to fund the maintenance of those buildings and be directed into the general heritage reserve.

Heritage Conservation Levy

A levy can be placed on building and/or development permits and subsequently used for heritage conservation/maintenance.

One-Time/Irregular Funding Options

Sale of City-Owned Property

Description: Civically owned heritage assets do not always need to remain in a municipality's possession. Historic property, no longer required for City purposes, can be legally protected through Municipal Heritage Designation, and sold to the private sector to transfer maintenance and conservation obligations. Funds received from the sale could be redirected to the Heritage Fund for the Heritage Program and/or to a maintenance fund to provide for Heritage Conservation management of city owned heritage assets.

The City of Calgary, as an example, has sold a number of buildings that have been protected as Municipal Historic Resources, generating funding for the maintenance and lifecycle needed for the remainder of their heritage portfolio costs.

Tax Relief

While not strictly a funding source, tax tools are a mechanism to provide monetary benefit to heritage properties without a direct cost. Tax relief through the creation of a property tax sub-class, reductions, abatements, or tax exemptions are borne by the entire tax roll with rates needing to be set to cover any forgone revenue from heritage properties.

Intergovernmental and Partnership Support

Intergovernmental financial support through the leverage of provincial and federal grants can be an untapped source of funding. Partnering with the Province can offset the costs for a municipality when it comes to conserving its own heritage assets.

Research partnerships with organizations and post-secondary institutions could also be explored to find mutual opportunities.

The City of Calgary for example, includes the research and application for other

grants, as a routine component of its heritage program.

Community Benefit and Amenity Contributions

A community benefit means an amenity that benefits the public and contributes to the overall quality of the community and may include, but is not limited to, public space, public art, landscaping, recreational opportunities, green roofs, sustainable building practices, heritage preservation, public parking facilities, wind mitigation efforts, and related amenities.

The City of Edmonton, for example allows for these types of contributions but specific to rezonings within specific zoning districts (direct control zones). Edmonton identifies the preservation of historic resources as a community amenity. Community Benefit or Amenity Contributions can also be used as a mechanism to receive compensation for heritage assets that have been demolished.

Municipal Heritage Foundation

The establishment of a Municipal Heritage Foundation to allow for the foundation or organization to allocate grants, fundraise, and receive private donations.

Heritage Plan Progress

Action Item	Status
Confirm the City's leadership role in this significant area of public policy and inform the public of its intentions to achieve high heritage standards.	-
Explore current best practices in the treatment of a broader range of heritage resources.	-
Explore municipal best practice heritage policies regarding sustainability, revitalization, tourism and affordable housing.	-
Integrate heritage initiatives with broader civic goals of economic development, sustainability, quality of life, affordable housing initiatives and neighbourhood planning in all aspects of the municipal planning framework.	-
Prepare Conservation Plans and Maintenance Agreements for City-owned heritage sites, based on the Standards and Guidelines for the Conservation of Historic Places in Canada.	-
Review the protection, management, programming and interpretation of City-owned heritage and potential heritage properties.	-
Provide the Transportation and Utilities Department with the training and resources to adopt proper heritage conservation procedures for City-owned heritage sites.	-
Identify and evaluate the full range of City-owned heritage resources, including cultural and natural landscapes.	Ongoing
Undertake the development of a city-wide thematic framework and a historical context statement that will support the evaluation of Saskatoon's heritage resources.	-
Evaluate the ability for MHAC to have an initiating role in bringing issues forward to Council.	Complete
In consultation with the Municipal Heritage Advisory Committee, the Heritage Coordinator should lead in implementing heritage strategies and actions identified in the Heritage Policy and Program Review.	Ongoing
Revise the wording of the Heritage Property (Approval of Alterations) Bylaw No. 8356 to exempt repairs and minor alterations from referral to the Municipal Heritage Advisory Committee.	Complete
Adopt the Standards and Guidelines for the Conservation of Historic Places in Canada as the basis for all City heritage initiatives and as the basis for all heritage permit applications and the granting of incentives.	Complete
Provide City staff and Municipal Heritage Advisory Committee with the training and resources to fully understand the use of the Standards and Guidelines.	Ongoing
Provide improved training and resources for Building Standards staff in the proper application of Standards and Guidelines as well as in flexible responses to the application of building codes and standards in heritage situations.	-
Review the City's existing heritage evaluation criteria and replace the numerical analysis component with values-based criteria and the use of Statements of Significances.	Complete

Action Item	Status
Require Statements of Significance as the basis of any building / development permit application or review of proposed interventions to heritage sites.	Complete
Establish the Saskatoon Heritage Register by Council Resolution, which will initially include identified heritage sites.	Complete
Initiate an evaluation of the Built Heritage Database, to identify the sites of highest heritage value to include on the Register.	Complete
Make the Heritage Register available on the City of Saskatoon's website.	Complete
Use the Heritage Register as the basis for eligibility for heritage conservation incentives.	Complete
Identify heritage resources other than buildings such as cultural landscapes that can be included on the Register.	Ongoing
As it is developed, use the Saskatoon Heritage Register as the basis for flagging procedures on the municipal database.	Complete
Continue to identify built, natural and cultural heritage resources using an expanded definition of heritage and heritage conservation.	Ongoing
Undertake a review of a range of potential new heritage incentives, including mechanisms for developers to leverage abatements towards securing financing for conservation efforts, providing Statements of Significance and establishing grants for the ongoing maintenance of heritage buildings.	-
Review the application of building codes and standards on heritage projects. Consult with the Province of Saskatchewan regarding the provision of flexible exemptions and equivalencies. Determine if appropriate equivalencies and exemptions can be consistently offered on heritage projects.	-
Undertake economic case studies of previous heritage incentive packages, determine how effective they were in achieving conservation outcomes, what would be required to improve the heritage response and the resulting community benefit.	-
Realize heritage awareness through public programming, including commemoration, interpretation and public art, as well as the ongoing development of community partnerships.	-
Support and increase the profile of Saskatoon's Heritage Awards Program by advertising the program details and award recipients.	-
Develop a consistent brand and image for the City's interpretation initiatives.	Ongoing
Encourage collaborations between heritage organizations and schools to enhance the teaching of local history.	-
Develop a full range of partnership opportunities.	-
Make historical information available through a variety of means to enhance public awareness and understanding of local history and heritage resources.	-
Continue partnership initiatives to implement a program of interpretive features, such as commemorative plaques and signs throughout the city for built, natural and cultural heritage using common themes.	-

Action Item	Status
Support enhanced conservation of neighbourhood heritage character through the Local Area Plan process and ensure heritage conservation policies are appropriately referenced and potential heritage properties are recognized as plans for heritage neighbourhoods are updated.	Ongoing
Build upon historic integrity and infrastructure when developing infill plans for historic neighbourhoods. Ensure the inclusion of mechanisms that will provide incentives for the retention of historic resources.	-
Support affordable housing policies through continued and adaptive re-use of existing housing stock.	-
Identify, and where appropriate, establish Heritage Conservation Districts.	-
Identify heritage resources other than buildings such as cultural landscapes that can be included on the Register.	Ongoing
Identify and evaluate the full range of City-owned heritage resources, including cultural and natural landscapes.	-
Continue to identify built, natural and cultural heritage resources using an expanded definition of heritage and heritage conservation.	Ongoing
Work with partners to ensure artifacts are identified and conserved.	-
Support the public display of artifacts where appropriate for the enjoyment of saskatoon residents.	-