

COMMUNITY SERVICES DEPARTMENT



2018

Community Standards

YEAR-END REPORT





WELCOME

Welcome to the 2018 Annual Report of the Community Standards Division which highlights some of the important initiatives and accomplishments from the past year and provides a look ahead to 2019.

The Community Standards Division was established in 2014 with a mandate to provide a one-stop access point for the efficient delivery of many external-facing functions on matters related to bylaw education and enforcement, business and taxi licensing and parking services. The Division was founded on the following principles:

- to be a communication focal point for customers seeking assistance in bylaw or regulatory compliance matters;
- to provide an effective delivery model for bylaw enforcement to ensure the customer is provided with an efficient and consistent experience; and,
- to be accountable for the stewardship, development and maintenance of standards, regulations and bylaws that help to maintain a healthy community.

Community Standards consists of the Licensing and Permitting Section, the Bylaw Compliance Section, and the Parking Services Section. The Community Standards Division exists to create a healthy and happy community by effectively communicating, upholding and enforcing the City's standards and bylaws. Through licensing, zoning compliance, general bylaw enforcement and parking management, the division helps ensure citizens understand their responsibilities to live in harmony with their neighbours and contribute to a prospering society.

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- ▶ 3,326 investigations undertaken in 2018 related to the administration and enforcement of the Zoning Bylaw, Traffic Bylaw, Drainage Bylaw, Temporary Sign Bylaw and Sidewalk Clearing Bylaw;
- ▶ 376 businesses inspected for compliance with the City's Sewer Use Bylaw;
- ▶ Initiation of the Drainage Regulatory Project, which will include the development of a regulatory model to assist in achieving compliance on drainage and lot grading matters;
- ▶ Record high of total businesses licensed (11,686) in 2018;
- ▶ 1,349 new businesses licensed in 2018;
- ▶ 5% increase in new commercial businesses licensed; 14% reduction in the number of home based businesses, compared to a record high in 2017;
- ▶ Two new bylaws adopted; The Cannabis Business License Bylaw and the Transportation Network Company Bylaw;
- ▶ Gross revenues of \$11.8 million generated in 2018 by parking management tools, reflective of a 24% increase since 2015;
- ▶ The payment of 7,725 long overdue or unpaid parking tickets resulting from the Chronic Offender Parking Enforcement Program;
- ▶ Processing of an estimated 20,000 parking customer service responses and;
- ▶ The delivery of almost 5,500 legal documents.

BYLAW COMPLIANCE

The Bylaw Compliance Section functions as a focal point for customers seeking assistance on bylaw or regulatory compliance, while providing an effective bylaw delivery model through education and enforcement of a number of civic bylaws including the following:

1. The Zoning Bylaw No. 8770
2. The Traffic Bylaw No. 7200
3. The Drainage Bylaw No. 8379
4. The Sewer Use Bylaw No. 9466
5. The Sidewalk Clearing Bylaw No. 8463
6. The Temporary Sign Bylaw No. 7491
7. The Poster Bylaw No. 7565
8. The Property Maintenance and Nuisance Abatement Bylaw No. 8175

In addition to enforcing and providing education on the above-noted bylaws, the Bylaw Compliance Section reviews all sign permit applications for compliance with the City's Zoning Bylaw and inspects development sites to ensure that off-street parking and site landscaping is completed in accordance with Zoning Bylaw requirements.

BYLAW COMPLIANCE - 2018 ACCOMPLISHMENTS

2018 Investigations

In 2018, Bylaw Compliance conducted 3,326 investigations related to the administration and enforcement of the Zoning Bylaw, Traffic Bylaw, Drainage Bylaw, Temporary Sign Bylaw and Sidewalk Clearing Bylaw. The administration and enforcement of these bylaws is primarily complaint driven. In contrast, a total of 3,544 inspections were conducted in 2017. Year-over-year, this resulted in a slight decline of approximately 6 percent between 2017 and 2018. Investigation volumes for 2015 to 2018 are identified in Figure 1.

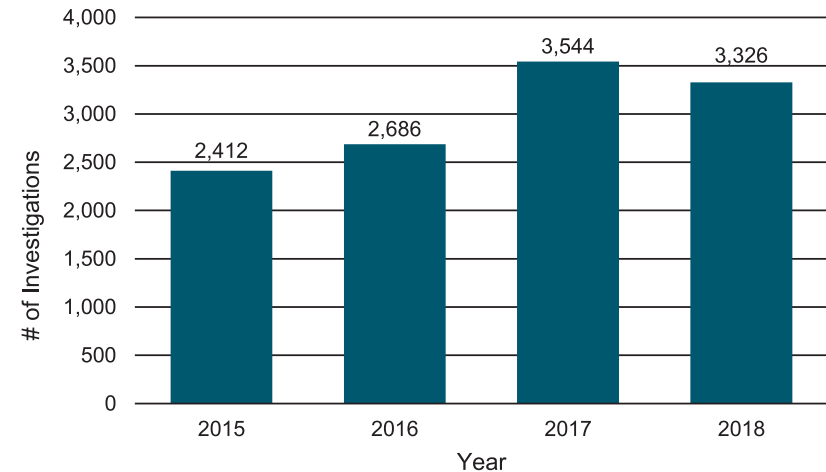


Figure 1 - Bylaw Compliance Investigation #'s, 2015-2018

The most common investigation types for 2018 are identified in Figure 2, with failure to maintain clear sidewalks and illegal signs placed on city right-of-way being the most prevalent type of complaints.

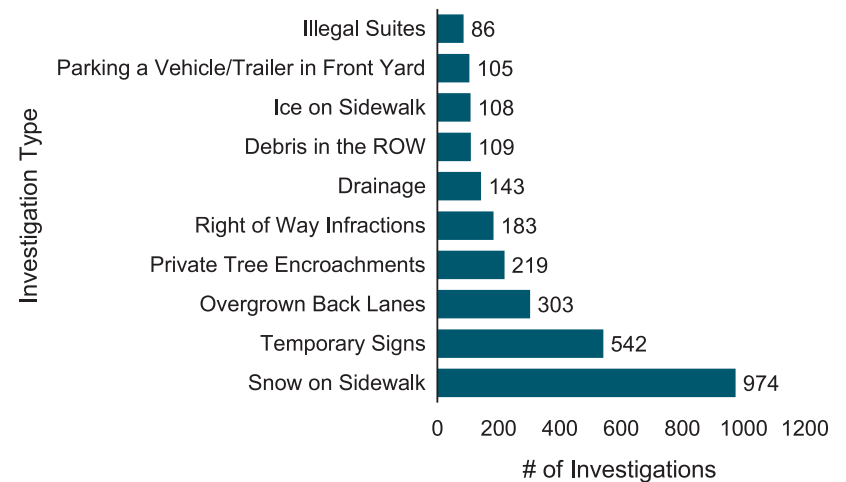


Figure 2 – 2018 Most Common Bylaw Complaints

2018 Sewer Use Inspections

The City's Sewer Use Bylaw was implemented on January 1, 2018, and was developed on the premise of taking a cooperative approach with business and industry in regulating discharges to the City's sanitary sewer system. Administration of the Sewer Use Bylaw occurs through a regular schedule of inspections of businesses to ensure they manage the quality of their wastewater discharges. In 2018, 376 businesses were inspected and were provided information on wastewater best management practices and expectations for compliance with the City's Sewer Use Bylaw. Inspections and inspection frequency are determined by the Baseline Wastewater Discharge Inventory which identifies the various types of businesses that may discharge a substance of concern. This includes restaurants, public garages, car washes and industrial uses.

Completion of Landscaping Review

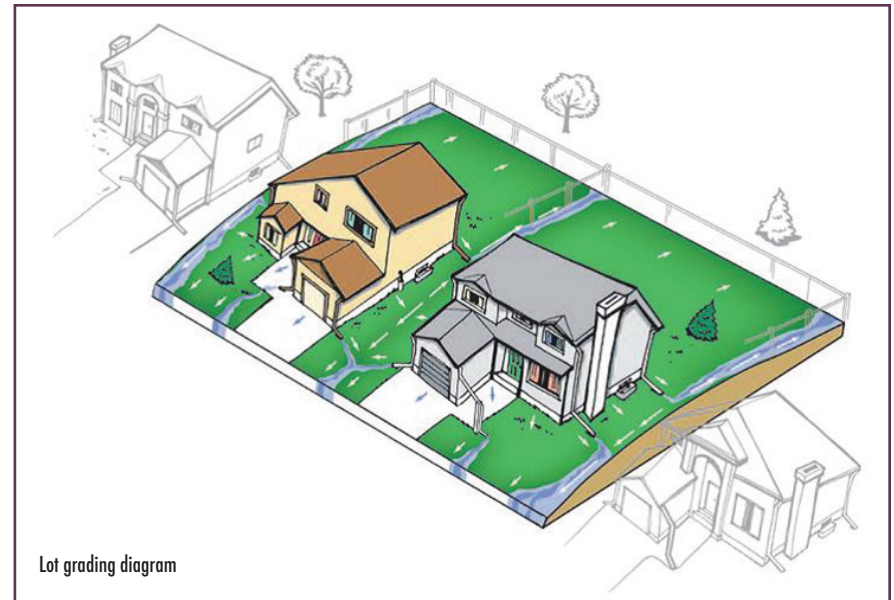
The Bylaw Compliance Section completed a review of potential options to encourage the early completion of front-yard landscaping for low-density forms of residential development. This included consultation with the homebuilder and development industry and an analysis of landscaping completion in many new suburban growth areas. In general, the data suggested that front-yard landscaping is being completed on a significant majority of sites, though it may take a few years following neighbourhood build-out and sustained occupancy.

Drainage Regulatory Project

In 2018, the Bylaw Compliance Section launched the Drainage Regulatory Project. This is a three year initiative that will assist in achieving compliance on drainage and lot grading matters in commercial, residential and infill developments. Work completed in 2018 included the creation and subsequent hiring of key positions involved in this project; the establishment of an internal project steering committee; and, the development of a project



Final grade stage adjacent to an undeveloped lot



framework. This project will be completed over three phases, focused respectively on educational initiatives, process/procedural changes and new and/or amended bylaws. As identified in Figure 2, Bylaw Compliance responded to 143 complaints involving drainage or lot grading matters in 2018.

Development Permit Reviews

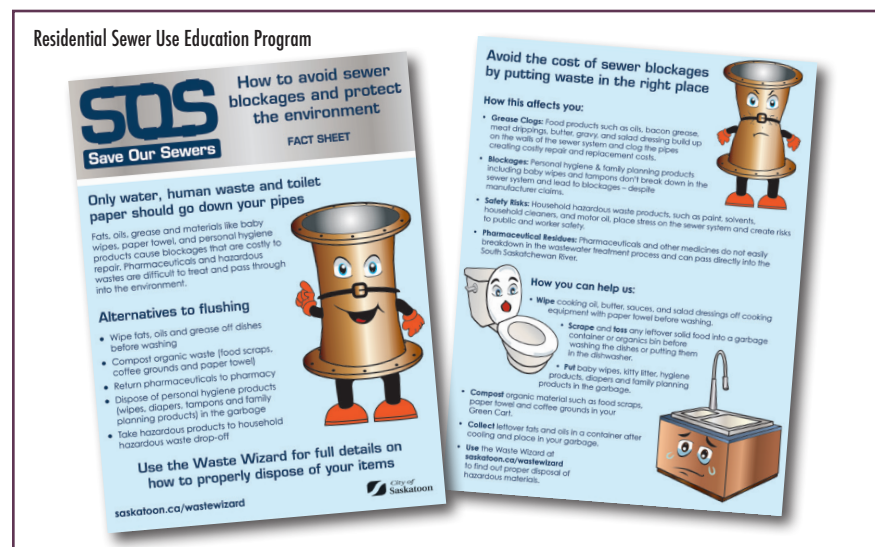
Bylaw Compliance undertakes development permit inspections to ensure that site landscaping is completed and off-street parking is provided in accordance with the plans submitted with the respective development permit applications. In 2018, Bylaw Compliance conducted 204 development permit inspections. In comparison, 296 inspections were conducted in 2017, resulting in a decrease of approximately 31%.

Sign Permits

The Sign Regulations, contained as Appendix 1 in the Zoning Bylaw, establishes the permit requirements for signs installed on commercial and industrial sites, in specified zoning districts. In 2018, Bylaw Compliance issued 88 sign permits. In comparison, 116 sign permits were issued in 2017, resulting in a decrease of approximately 24%.

Saskatoon Fire/Bylaw Compliance Property Maintenance Pilot Program

Enforcement of the Property Maintenance Bylaw has historically fallen fully under the mandate of Saskatoon Fire. In 2018, Saskatoon Fire and Bylaw Compliance initiated a joint pilot program which saw a bylaw inspector in the Community Standards Division trained to address Priority 3 property maintenance concerns. Priority 3 complaints involve situations that create a nuisance, such as instances of tall grasses and weeds or junked vehicles, but present a negligible risk of injury to persons or damage to a building. Under this pilot program, 545 properties were inspected, of which 406 files have been closed. The continuation of this initiative on a long-term basis is currently under review.



LOOKING AHEAD TO 2019

- Work will continue on the Drainage Regulatory Project, including completion of initiatives aimed at public education on lot drainage and lot grading, as well as policy development aimed at producing a more comprehensive drainage regulatory framework.
- Completion of the City's Good Neighbour Guide is anticipated in Fall 2019. This entails the development of a customer-friendly print and online guide providing residents with an overview of municipal bylaws governing neighbourhood issues and advising residents, business owners and service providers of their rights and responsibilities as members of the community.
- The Residential Sewer Use Education Program educates the public about proper sewer usage, providing information on appropriate methods to dispose of certain materials. As part of this program, various print and online resources will be developed in 2019 to help educate the public on appropriate use of the sanitary sewer.
- Bylaw Compliance and the Saskatoon Fire Department will evaluate the results of the joint Property Maintenance Inspection Pilot Program in consideration of the implementation of long-term operational plans.

LICENSING AND PERMITTING

The Licensing and Permitting Section ensures the appropriate establishment of commercial, industrial and home based businesses through the application of City of Saskatoon Bylaw No. 8075 (Business License Bylaw), and all related policies. This section also manages taxi and rideshare licensing and plays a key role in bylaw and policy review and development within the corporation. Section responsibilities include the following:

- Reviewing applications for new business licenses, as well as annual renewals, and ensuring that development standards are met for the types of businesses involved;
- Amending and developing related policies and regulations;
- Collecting and disseminating licensing and business profile data for various publications;
- Publishing the business start-up guide, and creating other information brochures and documents;
- Reviewing and approving applications for outdoor sidewalk cafes and parking patios, mobile food trucks, mobile vendors and food carts;
- Management, administration and enforcement of the Taxi Bylaw, and the newly established Transportation Network Company Bylaw



LICENSING AND PERMITTING - 2018 ACCOMPLISHMENTS

Business Growth

The Business License Program continued to see growth in the total number of licensed businesses operating in Saskatoon, which increased by 3.5% in 2018. In 2018 there was 11,686 businesses licensed, of which 6,616 were commercial businesses and 5,070 were home based businesses. This increase represents a record high in the number of both the commercial and home based businesses licensed in Saskatoon. In 2018 the number of commercial businesses increased by 3% while the number of home based businesses increased by 4%.

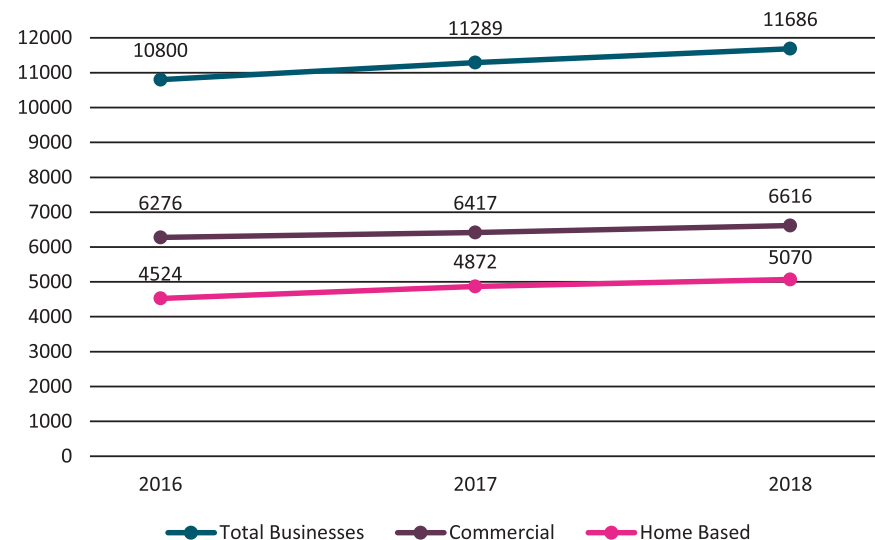


Figure 3 – Total Businesses (2016-2018)

New Businesses

In 2018, a total of 1,349 new businesses were licensed, which is a 6% reduction from 2017 when a record number of new businesses were established. The number of new commercial businesses increased by 5% from 2017, to 566, and the number of new home based businesses decreased by 14% to 783.

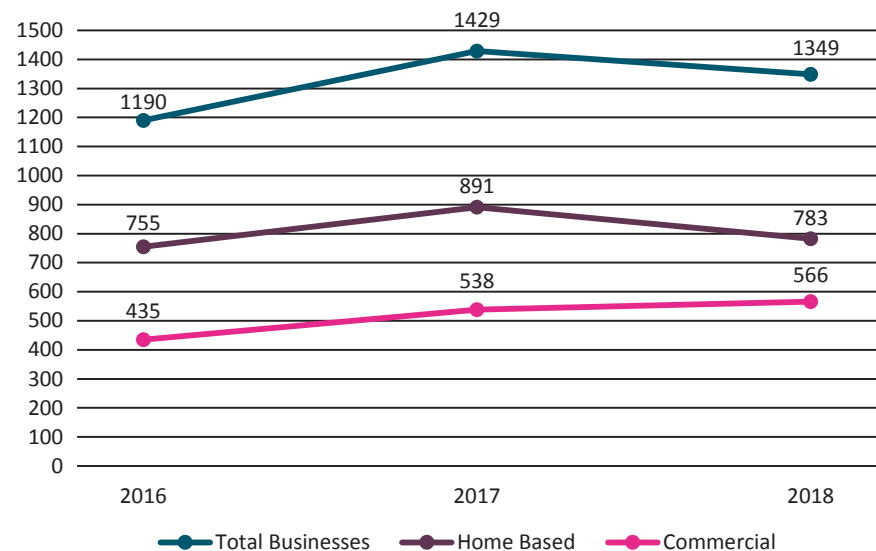


Figure 4 – New Businesses (2016-2018)

Taxis

The City of Saskatoon has regulated taxi operations since 1907. The taxi license program has grown and evolved since then, with technological advancements and changes. As part of the vision to consolidate bylaw enforcement into a single division, the taxi license program was formally transferred from Corporate Revenue to Community Standards in 2018.

There are currently 210 taxis licensed to operate in Saskatoon, of which 160 are permanent licenses, 5 are permanent wheelchair accessible licenses, 21 are temporary wheelchair accessible licenses, and 24 are temporary seasonal licenses.

Transportation Network Companies (TNCs)

Amendments to provincial legislation, passed in December 2018, facilitated the establishment of TNCs (app based rideshare companies such as Uber, Lyft and Tappcar) in Saskatchewan, subject to municipal regulations being put in place.

City Council adopted the Transportation Network Company Bylaw in December 2018, to regulate and license these businesses. The bylaw includes standards and regulations that recognize the unique way in which TNCs operate, while ensuring a level playing field with the Taxi Bylaw.

The Transportation Network Company Bylaw resulted from a series of reports from the Administration to the Standing Policy Committee on Transportation, including extensive consultation with different stakeholder groups in the taxi industry; research on policies in other municipalities and jurisdictions in North America; taxi trip data; and, the development of proposed regulations.

While no TNCs were operating before the end of 2018, the first began operations in early February 2019.

Cannabis-related Businesses

In preparation for the legalization of cannabis by the federal government in October 2018, the Business License Program brought forward amendments to the Zoning Bylaw to allow for two new cannabis-related land uses: cannabis retail stores and cannabis production facilities. A new bylaw, Bylaw No. 9525, The Cannabis Business License Bylaw, was also adopted by City Council.

The bylaws provide clear regulations for establishment of these new forms of business. Work on these bylaws included extensive consultation, research and policy development to license cannabis retail stores and cannabis production facilities in Saskatoon.

LOOKING AHEAD TO 2019

- The Zoning Bylaw outlines regulations for signage, including establishing sign groups, and setting development standards related to size, lighting, placement, the permitting process, whether the contents can be third party, and many other design aspects.

Sign regulations ensure safety and aesthetic considerations are maintained. In 2019, the Community Standards Division will finalize a review of the sign regulations. It is anticipated that the review will be conducted in several phases, beginning with some general updates reformatting considerations, to be consistent with other development standards and regulations in the Zoning Bylaw.

- A comprehensive assessment of taxi trip data, completed in conjunction with the Saskatchewan Taxi Cab Association in 2018 indicated that refinements to the regulations governing taxis were appropriate to provide the taxi industry with more flexibility to address peak demand periods. A proposed model to replace the existing seasonal taxi license plate program, which will provide more flexibility in meeting peak demand periods, will be brought forward in 2019 for consideration. In addition, further reporting will be done on the regulations pertaining to the provision of wheelchair accessible service, including how these licenses are issued and how wait times might be reduced. Recommendations for the allocation of funds, collected through a surcharge on all TNC rides, to provide support for the provision of wheelchair accessible service, will also be brought forward.

- As with other municipalities in Canada, the legalization of recreational cannabis will continue to be an area of ongoing work, including recommendations regarding the appropriate Business License renewal fees for a cannabis retail store and cannabis production facility.

The federal government has announced plans to legalize the purchase of edible cannabis products in 2019. The Business License team will continue to monitor this process and prepare any amendments to the Zoning Bylaw or Cannabis License Bylaw that may be required to address these changes.

- Short term rentals are tenancies in dwelling that are less than 30 days, such as those facilitated through booking apps like AirBnB and VRBO. The Zoning Bylaw currently regulates short term rentals through two existing land uses: bed and breakfast homes and hostels. Significant changes in the industry has led to the proliferation of smaller-scale short term rentals than what these land uses are intended to regulate.

Community Standards has undertaken public and industry consultation and will be bringing a report forward in 2019 with proposed amendments to the Zoning Bylaw to address this broader range of short term rental categories.

PARKING SERVICES

The Parking Section manages parking supply and demand within Saskatoon City limits through a number of parking programs to increase public safety, promote unrestricted traffic flow, and support a healthy business community. Ultimately, parking management affects quality of life in Saskatoon.

Tools that manage parking supply and demand are enabled through the Traffic Bylaw (Bylaw 7200), Residential Parking Program Bylaw (Bylaw 7862), and the Impoundment Bylaw (Bylaw 8640). These bylaws allow for regulation of parking through:

- charging for parking time;
- charging for the exclusive use of parking spaces;
- restricting parking time;
- permitting parking;
- enforcing parking compliance and;
- impounding vehicles with significant outstanding parking tickets until payment is made.

Some of these management tools generate revenue that benefits the community.

Parking revenue:

- reduces reliance on property taxes;
- pays for new parking stations; and,
- contributes to the:
 - o Parking Reserve for future parking facilities,
 - o Streetscaping Reserve,
 - o Downtown Housing Reserve, and
 - o qualifying Business Improvement District operating budgets.

Parking Services also provides:

- public education on parking requirements through one-on-one customer service, the City's website, public service announcements, service alerts and educational marketing campaigns;

- impoundment services for Saskatoon Police Service and other levels of provincial and federal policing;
- civic parking allocation and ongoing management of the program and lot maintenance and;
- personal delivery of time-sensitive legal documents such as subpoenas and summons on behalf of the Federal and Provincial Courts of Canada, the Federal, Provincial and Municipal Police Services of Canada and the City of Saskatoon.

Parking Services is comprised of 8 full time staff who deliver the wide range of services noted above, and oversee the contracted staff who provide enforcement, impoundment and document delivery services.

A shift from parking meters to electronic parking stations in 2015, as well as the growth and densification of the city, has resulted in significant changes to the day-to-day operations of this Section, and has placed increased demands on staff. Despite turnover in staffing and the need for extensive training for new staff to be successful in the delivery of this high-paced and complex set of parking programs, significant accomplishments have been made in 2018.



PARKING SERVICES - 2018 ACCOMPLISHMENTS

2018 Parking Revenue

In the past three years, the gross revenues generated by Parking Services has seen steady increase year-over-year. Revenues of \$11.8 million in 2018 reflect a 4.3% increase from 2017, with a 4.9% increase seen from 2016 to 2017.

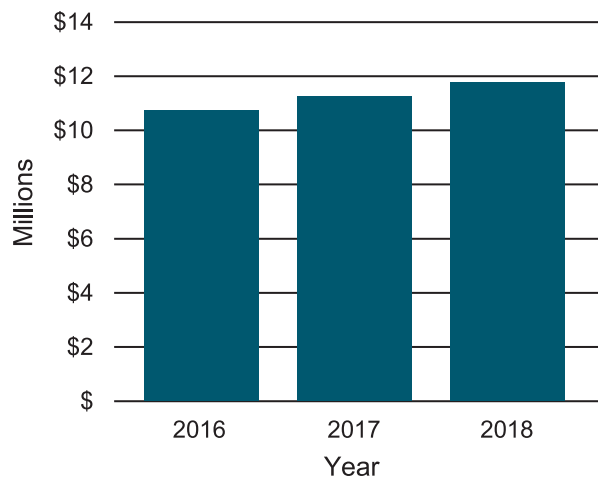


Figure 5 – Gross Revenue Generated (2016-2018)

Parking Enforcement Integration System

Successful implementation of the new Parking Enforcement Integration System in early 2018 resulted in operational efficiencies. Streamlined technologies provided better integration of parking payment information for enforcement purposes. Updated ticketing hardware and software also led to a number of efficiencies, including an 18% decrease in the number of tickets that had to be issued as handwritten tickets, along with enhancements to data quality, information consistencies, and reduced need for manual data entry.

FlexParking System Repayment

The new FlexParking system was implemented in 2015. FlexParking allows customers to use ongoing parking sessions at other City pay parking stations. Funding for the pay stations was based on a payback agreement with the supplier

of the current parking terminals. As a result of higher than expected revenues from the parking terminals, repayment is ahead of schedule. Repayment comes primarily from parking terminal revenues and from temporary reserved parking. Increases in revenue can be attributed to operational improvements in both of these programs. In addition, increased parking payment compliance is a result of effective parking enforcement operations.

Chronic Offender Parking Enforcement (COPE Squad)

The Chronic Offender Parking Enforcement, also known as the “Boot Crew”, was formed in 2007 with an enforcement mandate to locate, immobilize (boot) and arrange towing of vehicles from owners who have long-term, outstanding parking tickets. The COPE Squad also arranges for impoundment of vehicles found to be in violation of the Traffic Bylaw, such as unregistered vehicles. As a result of the work provided by the COPE Squad, payment of 7,725 unpaid parking tickets was received, a 2.5% increase from 2017.

Parking Enforcement Dispatch Team

In 2018, the Parking Dispatch team received over 16,000 customer calls. Of these calls, 57% were parking complaints dispatched to a Parking Officer; 24% were parking inquiries; 14% were about pay parking; and, the remaining were equally distributed on the topics of ticket complaints, impound lot inquiries and Temporary Reserved Parking Program requests.

Document Delivery

Nearly 5,500 legal documents were received for delivery by the document delivery staff. Of those, just over 400 were parking related.

Residential Parking Permit Program

The Residential Parking Permit Program was established to provide adequate on-street parking opportunities for residents in areas of high on-street parking demand. In the Fall of 2018, 33 residential block-faces were added to the existing Residential Parking Permit Zones, a 21% increase in the number of blocks participating in this program.



Don't YOU forget about me.

Much like a password, your license plate number must be entered correctly for the City's FlexParking system to know you've paid for parking. Enter it wrong and your vehicle will be ticketed.



Make it easy on yourself and download the WayToPark app. Not only can you pay directly from your smartphone, you can save your license plate number so it's entered correctly every time.

Avoid a parking ticket. Enter your correct plate information.



saskatoon.ca/parking

WayToPark App

The WayToPark app, implemented in 2017, provides the public with an additional, convenient means to pay for parking and add additional time to a paid parking session. Use of the app has seen a high level of uptake through 2018, with 24% of annual pay parking transactions being conducted through the app.

Parking Education Campaign

In May 2018, an awareness campaign was launched to educate the public on the importance of entering the correct license plate number into the FlexParking system, as well as the opportunity to download the WayToPark app to make paying for parking easier. The 'Don't YOU forget about me' campaign included radio ads, washroom advertising in select businesses, social media, print ads, a utility bill insert and posters.

Customer Service

A number of initiatives undertaken in 2018 have resulted in enhanced customer service and support, including:

1. The addition of a decal on the FlexParking stations, identifying the printed receipt slot, has been nearly 100% effective in preventing customers from mistakenly inserting their payment card or cash into the printer slot.



2. Training of Impound Lot staff in the corporate customer service initiative has provided a positive benefit in enhancing their skills and abilities in working with customers in situations with potential for high levels of conflict. The practical information acquired through this training adds support to the Impound Lot Team in providing safe and effective service to customers during an often stressful time.

3. Staff training and documentation of processes for trouble-shooting customer calls regarding use of the FlexParking stations resulted in 75% of customer calls being handled over the phone. This approach reduced customer frustration and improved future customer experiences. While our customers received one-on-one phone assistance in the use of the terminals, we also reduced the number of times that parking operations staff had to be dispatched to a parking station.
4. The implementation of a temporary Customer Support Coordinator part-way through 2018 has resulted in more timely and consistent responses to customer enquiries and better data gathering and tracking. There was a 100% increase in the number of formal parking-related inquiries to the Section between 2016 and 2017, with a further 20% increase in 2018 (refer to Figure 6). Many of these inquiries require review and investigation, and may necessitate discussions and coordination with other internal departments and sometimes require multiple responses. A permanent customer support position approved for 2019 will ensure continuation of this level of service.

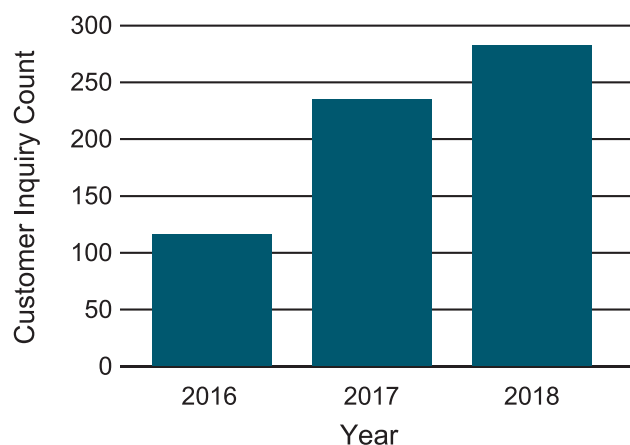


Figure 6 – Formal Parking-Related Inquiries

LOOKING AHEAD TO 2019

- The Residential Parking Program review will include research, public engagement and the formulation of a new policy and bylaw to govern residential parking management issues that are adaptable to our growing city.
- The Temporary Reserved Parking Program facilitates the use of pay parking stalls to accommodate uses such as tour bus parking, construction and events. A review of the program will consider fee, rate class, and policy updates to better meet these needs while optimizing parking availability.
- Aligning program expectations with staff resources remains a significant challenge for 2019. Staff retention, effective staff training, customer service skills and the ability to serve the public in often conflict laden situations, are necessary to ensure the successful delivery of high-paced operations and complex parking programs.
- In 2019, Parking Services is committed to continuing work with stakeholders, identifying operational efficiencies and streamlining programs, while focusing on the effective delivery of parking management services to the community.



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