



## **ORDER OF BUSINESS**

### **REGULAR MEETING OF CITY COUNCIL**

**OCTOBER 7, 2013, AT 6:00 P.M.**

1. **Approval of Minutes** of regular meeting held on September 23, 2013.
2. **Public Acknowledgements**
3. **Hearings**
  - a) **Discretionary Use Application**  
**Bed and Breakfast Home**  
**183 Carleton Drive, R2 District**  
**Applicant: Shirley Wei**  
**(File No. CK 4355-013-004)**

The purpose of this hearing is to consider the above-noted discretionary use application.

The City Planner has advised that notification posters have been placed on site and letters sent to all adjacent landowners within 75 metres of the site.

Attached is a copy of the following material:

- Report of the General Manager, Community Services Department dated September 9, 2013 recommending that the application submitted by Shirley Wei requesting permission to operate a bed and breakfast home located at 183 Carleton Drive be approved subject to the following conditions:

- a) the applicant obtaining a Development Permit and all other relevant permits and licenses; and
  - b) the final plans submitted being substantially in accordance with the plans submitted in support of this Discretionary Use Application.
- Letter dated September 27, 2013, from the Deputy City Clerk, Municipal Planning Commission, advising that the Commission supports the above-noted recommendation of the Community Services Department.

**b) University Heights Sector Plan Amendment**  
**Applicant: City of Saskatoon, Planning and Development Branch**  
**(File No. CK. 4131-5)**

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The purpose of this hearing is to consider the adoption of the University Heights Sector Plan Amendment.

Attached is a copy of the following material:

- Report of the General Manager, Community Services Department dated August 26, 2013, recommending that the revised University Heights Sector Plan Amendment, 2013, and the revised Northeast Swale Development Guidelines, 2012, be approved;
- Letter dated September 16, 2013, from the Committee Secretary, Municipal Planning Commission, advising that the Commission supports the above-noted recommendation of the Community Services Department; and
- Notice which appeared in the local press on September 28 and 29, 2013.

**4. Matters Requiring Public Notice**

**5. Unfinished Business**

**6. Reports of Administration and Committees:**

- a) Administrative Report No. 16-2013;
- b) Legislative Report No. 13-2013;
- c) Report No. 16-2013 of the Planning and Operations Committee;
- d) Report No. 15-2013 of the Administration and Finance Committee;
- e) Report No. 7-2013 of the Land Bank Committee; and
- f) Report No. 19-2013 of the Executive Committee.

**7. Communications to Council – (Requests to speak to Council regarding reports of Administration and Committees)**

**8. Communications to Council (Sections B, C, and D only)**

**9. Question and Answer Period**

**10. Matters of Particular Interest**

**11. Enquiries**

**12. Motions**

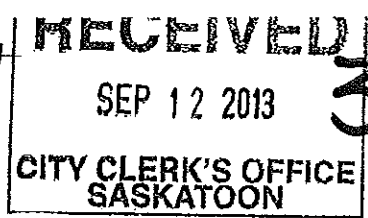
**13. Giving Notice**

**14. Introduction and Consideration of Bylaws**

Bylaw No. 9137 - The Capital Reserve Amendment Bylaw, 2013 (No. 2)

**15. Communications to Council – (Section A - Requests to Speak to Council on new issues)**

4355-013-004



TO: Secretary, Municipal Planning Commission  
FROM: General Manager, Community Services Department  
DATE: September 9, 2013  
SUBJECT: Discretionary Use Application – Bed and Breakfast Home –  
183 Carleton Drive  
FILE NO.: PL 4355 – D9/13

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- RECOMMENDATION:**
- 1) that a report be forwarded to City Council at the time of the public hearing recommending that the application submitted by Shirley Wei requesting permission to operate a bed and breakfast home located at 183 Carleton Drive be approved subject to the following conditions:
    - a) the applicant obtaining a Development Permit and all other relevant permits and licenses; and
    - b) the final plans submitted being substantially in accordance with the plans submitted in support of this Discretionary Use Application.

### **TOPIC AND PURPOSE**

The purpose of this report is to consider the application from Shirley Wei to operate a bed and breakfast home at 183 Carleton Drive.

### **REPORT HIGHLIGHTS**

1. A bed and breakfast home is proposed for 183 Carleton Drive in the College Park neighbourhood.
2. This proposal meets all relevant Zoning Bylaw No. 8770 requirements.

### **STRATEGIC GOAL**

This application supports the City of Saskatoon's (City) Strategic Goal of Economic Diversity and Prosperity as it allows a small business to succeed within a neighbourhood setting.

### **BACKGROUND**

An application has been submitted by Shirley Wei requesting City Council's approval to operate a bed and breakfast home located at 183 Carleton Drive in the College Park neighbourhood. This property is zoned R2 District in Zoning Bylaw No. 8770. In this district, a bed and breakfast home is a discretionary use.

## REPORT

### Introduction

A "bed and breakfast home" means a dwelling unit in which the occupants use a portion of the dwelling unit for the purpose of providing, for remuneration, sleeping accommodations and one meal per day to members of the general public, for periods of one week or less, and in which:

- (i) not more than three bedrooms within the dwelling unit are used to provide such sleeping accommodation;
- (ii) the dwelling unit is the principal residence of the person or persons receiving the remuneration and providing the sleeping accommodation and one meal per day; and
- (iii) the meal that is provided is served before noon each day.

### Parking

Bed and breakfast homes are required to provide a minimum of two off street parking spaces. Based on the information submitted by the applicant, four off-street parking spaces have been provided.

### Compatibility with Adjacent Land Uses

This property is surrounded by low-density residential land use, zoned R2 District. The purpose of the R2 District is to provide for residential development in the form of one- and two-unit dwellings, as well as related community uses. A bed and breakfast home is considered to be compatible with adjacent uses as it is located within an existing dwelling that remains the principal residence of the operator.

### Zoning Bylaw No. 8770 Requirements

This proposal meets all other Zoning Bylaw No. 8770 requirements.

### Comments from Other Branches

No concerns were noted by other branches with respect to this proposal. Refer to Attachment 4 – Comments from Other Branches for the full remarks.

## OPTIONS TO THE RECOMMENDATION

City Council could deny this Discretionary Use Application. This option is not recommended as the proposal complies with all relevant Zoning Bylaw No. 8770 requirements and has been evaluated as a discretionary use subject to the provisions of Section 4.7 of the bylaw.

### **POLICY IMPLICATIONS**

There are no policy implications.

### **FINANCIAL IMPLICATIONS**

There are no financial implications.

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

Notices to property owners within a 75 metre radius of the site were mailed out in July 2013 to solicit feedback on the proposal. The College Park Recreation Association was also advised. No comments or concerns have been received to date.

### **COMMUNICATION PLAN**

No further communication is planned beyond the stakeholder involvement noted above and the required notice for the public hearing.

### **ENVIRONMENTAL IMPLICATIONS**

No environmental and/or greenhouse gas implications have been identified at this time.

### **PRIVACY IMPACT**

There are no privacy implications.

### **PUBLIC NOTICE**

Public Notice is required for consideration of this matter, pursuant to Section 11 (b) of Public Notice Policy No. C01-021.

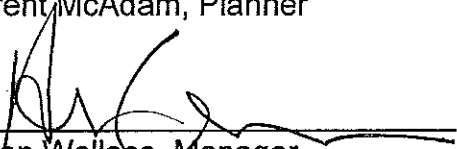
Once this application has been considered by the Municipal Planning Commission, a date for a public hearing will be set. The Community Services Department will give notice by ordinary mail to assessed property owners within 75 metres of the subject site and to the College Park Recreation Association. Notification posters will also be placed on the subject site.

### **ATTACHMENTS**

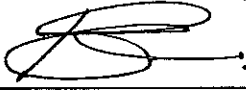
1. Fact Summary Sheet
2. Location Plan – 183 Carleton Drive
3. Site Plan – 183 Carleton Drive
4. Comments from Other Branches

Written by: Brent McAdam, Planner

Reviewed by:

  
Alan Wallace, Manager  
Planning and Development Branch

Approved by:

  
Randy Grauer, General Manager  
Community Services Department  
Dated: September 11, 2013

cc: Murray Totland, City Manager

s:/Reports/DS/2013/MPC D9-13 Discretionary Use Application – Bed and Breakfast Home – 183 Carleton Drive



## FACT SUMMARY SHEET

### A. Location Facts

1.	Municipal Address	183 Carleton Drive
2.	Legal Description	Lot 9, Block 611, Plan No. 67S10958
3.	Neighbourhood	College Park
4.	Ward	8

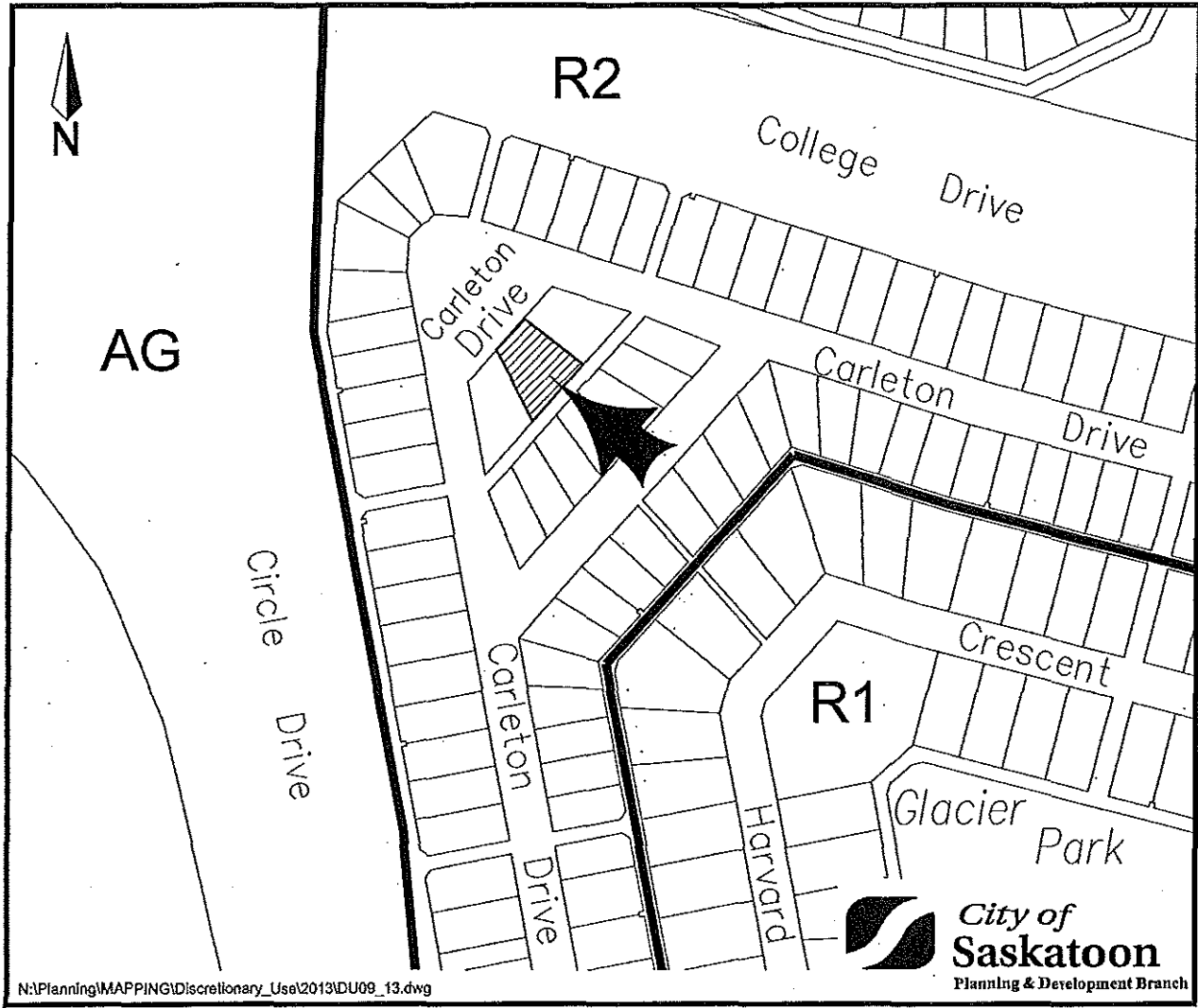
### B. Site Characteristics

1.	Existing Use of Property	One-unit dwelling
2.	Proposed Use of Property	Bed and breakfast home
3.	Adjacent Land Uses and Zoning	
	North	One-unit Dwelling – R2
	South	One-unit Dwelling – R2
	East	One-unit Dwelling – R2
	West	One-unit Dwelling – R2
4.	No. of Existing Off-Street Parking Spaces	4
5.	No. of Off-Street Parking Spaces Required	2
6.	No. of Off-Street Parking Spaces Provided	4
7.	Site Frontage	18.59 m
8.	Site Area	873.01 m <sup>2</sup>
9.	Street Classification	Local

### C. Official Community Plan Policy

1.	Existing Official Community Plan Designation	Residential
3.	Existing Zoning District	R2

Location Plan – 183 Carleton Drive



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Comments from Other Branches

1) Building Standards Branch, Community Services Department Comments

The Building Standards Branch of the Community Services Department has no objection to the above referenced Discretionary Use Application provided sleeping accommodations are provided for not more than eight boarders or lodgers.

2) Infrastructure Services Department Comments

The proposed Discretionary Use Application is acceptable to the Infrastructure Services Department.

3) Transit Services Branch, Utility Services Department Comments

Saskatoon Transit Services has no easement requirements regarding the proposed discretionary use.

At present, Saskatoon Transit Services' closest bus stop is approximately 600 metres from the above referenced property on the north side of 14<sup>th</sup> Street, east of Carleton Drive.

Bus service is at 30 minute intervals Monday to Saturday, and at 60 minute intervals on evenings, early Saturday mornings, Sundays, and statutory holidays.



*City of*  
**Saskatoon**  
Office of the City Clerk

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222 - 3rd Avenue North    ph 306•975•3240  
Saskatoon, SK S7K 0J5    fx 306•975•2784

September 27, 2013

City Clerk

Dear City Clerk:

**Re:    Municipal Planning Commission Report for Public Hearing  
      Discretionary Use Application  
      Bed and Breakfast Home - 183 Carleton Drive  
      (File No. CK. 4355-013-004)**

The Municipal Planning Commission has considered a report of the General Manager, Community Services Department dated September 9, 2013, regarding an application from Shirley Wei to operate a bed and breakfast home at 183 Carleton Drive.

The Commission has reviewed the report with the Administration and the following further clarification was provided by the Administration:

- Three bedrooms in the bed and breakfast home will be for customers.
- Two off-street parking spaces are required. Four off-street parking spaces are being provided.
- While information was not available on the location of the nearest bed and breakfast home, discretionary use approval would have been required. A threshold has not been established for bed and breakfast homes either in the number or distance between these types of homes. There are currently not a lot of bed and breakfast homes in the city. Other uses, with similar densities such as care homes, allow up to five residents as a permitted use.
- Enforcement of the length of stay would be pursued through zoning compliance based on a complaint regarding land use.

Following review of this matter, the Commission is supporting the following recommendation of the Community Services Department:

“that the application submitted by Shirley Wei requesting permission to operate a bed and breakfast home located at 183 Carleton Drive be approved subject to the following conditions:

- a) the applicant obtaining a Development Permit and all other relevant permits and licenses; and
- b) the final plans submitted being substantially in accordance with the plans submitted in support of this Discretionary Use Application.”

September 27, 2013  
Page 2

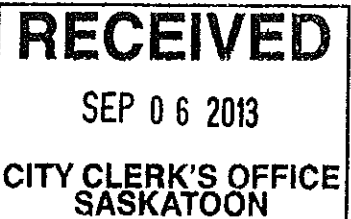
The Commission respectfully requests that the above report be considered by City Council at the time of the public hearing with respect to the above Discretionary Use Approval.

Yours truly,

A handwritten signature in black ink that reads "Diane Kanak". The signature is written in a cursive, flowing style.

**Diane Kanak, Deputy City Clerk**  
Municipal Planning Commission

DK:sj



**TO:** Secretary, Municipal Planning Commission  
**FROM:** General Manager, Community Services Department  
**DATE:** August 26, 2013  
**SUBJECT:** University Heights Sector Plan Amendment  
**FILE NO:** PL 4131-3-7-1

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**RECOMMENDATION:** that a report be submitted to City Council recommending:

- 1) that at the time of the public hearing, City Council consider the Administration's recommendation that the revised University Heights Sector Plan Amendment, 2013, and the revised Northeast Swale Development Guidelines, 2012, be approved.

### **TOPIC AND PURPOSE**

The purpose of this report is to request City Council's approval to amend the University Heights Sector Plan, 2007, (Sector Plan) and replace it with the University Heights Sector Plan Amendment, 2013 (Sector Plan Amendment). In addition, City Council is being asked to approve the Northeast Swale Development Guidelines, 2012, (2012 Guidelines) which will replace the Northeast Swale Development Guidelines, 2002 (2002 Guidelines).

### **REPORT HIGHLIGHTS**

1. There are 11 proposed amendments to the Sector Plan. The main amendments are:
  - a) the outcome of the 2012 Guidelines report adjusted the Northeast Swale boundary and repositioned the roadway and utility crossings (see Attachment 2);
  - b) the alignment of the North Commuter Parkway and Bridge has been incorporated;
  - c) a revised servicing system has been designed; and
  - d) the neighbourhood development sequence has been changed.

### **STRATEGIC GOALS**

The recommendations in this report support the Strategic Goals of Sustainable Growth, Moving Around, and Environmental Leadership, and the long-term strategy to develop an integrated approach to growth related to transportation, servicing, transit, natural areas, and land use for Saskatoon's northeast.

### **BACKGROUND**

Sector plans serve as a development framework for future growth and are based on the policies contained in Official Community Plan Bylaw No. 8769 and the Strategic Goals of the Strategic Plan 2012-2022. Sector plans address general land uses, natural areas, major infrastructure, and development phasing. Provincial legislation requires

sector plans to be approved by City Council. Once a sector plan is approved, the more detailed concept plans for neighbourhoods and employment areas that follow must be consistent with it.

The Sector Plan guides urban development in the northeast area of Saskatoon out to Perimeter Highway. During its December 3, 2007 meeting, City Council approved the Sector Plan, along with the 2002 Guidelines. The development potential of portions of the area has changed since 2007, as have some of the strategies to servicing the area; therefore, the Sector Plan Amendment is proposed.

## REPORT

Attachment 1 contains the Sector Plan Amendment full report. The revised 2012 Guidelines are summarized in Attachment 2 (the full report can be found on the CD attached to the Sector Plan Amendment report).

### Rationale for Amendments to the Sector Plan

- 1) City Boundary  
In 2010, the City of Saskatoon's (City) boundary was altered to include the remainder of the University Heights Sector.
- 2) Northeast Swale Boundary
  - a) The City and Meewasin Valley Authority (MVA) determined a need to update the 2002 Guidelines for the Northeast Swale area to better prepare for adjacent neighbourhood developments and roadway design in and around this unique landscape. The 2012 Guidelines report reviewed the 2002 boundary of the Northeast Swale and proposed revisions to it based on field studies in the area, along with a number of other guidelines related to providing a buffer between urban development and the natural area.
  - b) Three roadway and utility crossings were identified in the 2002 Guidelines report; however, in light of recent information that was obtained about the wetlands within the Northeast Swale and a better understanding of the importance of the associated upland ecosystems, the 2002 roadway and utility crossing corridors were narrowed and repositioned to minimize adverse environmental effects in the area.
- 3) Small Swale Was Identified for Further Study  
The current Sector Plan viewed the Small Swale as an area of residential development, as the area was previously disturbed by human activity. However, the low lying area and high ground water table in the Small Swale make it challenging to service and develop. The Small Swale will require further study to determine areas suitable for development and areas that may be better utilized as a drainage channel and/or natural area that buffers adjacent land uses. A



Natural Area Screening Study is underway and will be completed in September 2013.

4) New North Commuter Parkway and Bridge

As development proceeds in the University Heights Sector, automobile traffic crossing the Circle Drive Bridge during morning and evening commute times will continue to increase and create congestion on this bridge. As a result, an arterial road linking McOrmond Drive to Marquis Drive via a north bridge is warranted. This linkage will provide a secondary river crossing connecting Saskatoon's growing northeast with the employment area west of the South Saskatchewan River. It is anticipated that a North Commuter Parkway could alleviate 14,600 to 21,700 average daily vehicle trips on the Circle Drive Bridge.

5) Central Avenue Realignment

The Sector Plan aligned the Central Avenue extension to follow the 800 metre buffer of the Wastewater Treatment Plant (WTP), which forced the alignment of the roadway to bisect the corner of the Northeast Swale at Agra Road and Central Avenue. As part of the 2012 Guidelines and the MVA's Northeast Swale Resource Management Plan, this area was determined to have ecological significance and should remain as a natural area.

6) Revised Servicing System

The Sector Plan proposed a new sanitary trunk crossing the river adjacent to the WTP. This new trunk crossing would service the three future neighbourhoods after the Evergreen neighbourhood. This servicing strategy is still relevant; however, modifications were made due to the temporary sanitary capacity available in the Central Avenue trunk crossing. Future neighbourhoods after the Evergreen neighbourhood have the potential to use the Central Avenue trunk crossing until the development of Holmwood requires the capacity. At that time, the new trunk crossing should be constructed and development areas such as Aspen Ridge, Neighbourhood UH3, and the employment area, should be connected to the new trunk crossing.

7) Revised Neighbourhood Sequence

As noted above, the Sector Plan proposed a new sanitary trunk crossing the river adjacent to the WTP. As the neighbourhood north of the Northeast Swale was the closest to this new sanitary crossing, this was chosen to be the next neighbourhood developed after the Evergreen neighbourhood. Due to the temporary sanitary capacity in the Central Avenue trunk crossing, Aspen Ridge can be developed after the Evergreen neighbourhood.

8) Relocated Employment Area and Removed Neighbourhood UH4

In 2007, the northwest corner of the Sector Plan area was described and shown as an "experimental" residential neighbourhood. With the potential of higher traffic volumes in this area due to the North Commuter Parkway Bridge and the multi-lane arterial roadway that bisects the area, a residential neighbourhood is

no longer preferred in this location, but it would be suitable for relocating the employment area.

9) Revised Population Estimates

A trend to develop more compact, higher density neighbourhoods has evolved; therefore, the projections have been increased to reflect this trend. The proposed overall density targets would increase from 5.5 dwelling units per acre to 7.5 dwelling units per acre. A detailed projection for the University Heights Sector is shown on Table 1 of the Sector Plan Amendment report (see page 18 of Attachment 1).

10) Revised Wastewater Treatment Plant Buffer

The Sector Plan set an 800 metre buffer around the WTP. The City recently completed a "Wastewater Treatment Plan Odour Source and Mitigation Study" and will be implementing its odour mitigation recommendations. As a result, the eastern buffer around the WTP can be reduced to 300 metres to the east and to 620 metres in the southeast direction to accommodate odours being carried by prevailing winds.

11) The University's Vision 2057 Strategic Infill Lands (Endowment Lands)

The University of Saskatchewan (University) produced its long-range plan titled "Vision 2057: University Land Use Planning" (Vision 2057). Vision 2057 identifies the eventual role various University-owned lands will play in the future for the University and also for Saskatoon. The endowment lands designation means the University will explore alternative uses of these lands within a formalized process. Many lands in the endowment category will likely continue to be used for its current purpose for many years, but would be available for consideration for other uses as opportunities arise and replacement lands are made available.

More detailed descriptions of these amendments are provided in the Sector Plan Amendment (see Attachment 1).

### OPTIONS TO THE RECOMMENDATION

City Council could deny the recommendations. This would retain the Sector Plan and the 2002 Guidelines. This option is not recommended by the Administration because the development potential of portions of the area has changed, especially around the Northeast Swale and North Commuter Parkway, as have some of the strategies for servicing the University Heights Sector. Not approving the recommendations would delay the development of the Aspen Ridge neighbourhood and also the North Commuter Parkway project.

### POLICY IMPLICATIONS

There are no policy implications.

## **FINANCIAL IMPLICATIONS**

In order to provide servicing and access for future urban growth, the University Heights Sector, like any development area, will require significant, incremental investment in infrastructure over the course of its development. Many of the infrastructure costs are fully funded through prepaid service rates to cover the cost of direct and offsite services. Other necessary and recommended infrastructure may be partially funded by prepaid service rates while some infrastructure, such as bridges, remain unfunded. When infrastructure is partially funded or unfunded, the Administration works to identify and secure funding sources. Funding sources typically include changes to prepaid service rates, special assessments, public-private partnerships, developer contributions, and senior government funding. In principle, infrastructure that has a direct benefit to a sector rather than a more general city-wide benefit, is to be paid for by development within the sector.

Key funded infrastructure that is necessary to begin the development in the University Heights Sector includes:

- a) Primary water mains;
- b) Sanitary and storm trunk sewers, and a storm sewer pond; and
- c) Arterial roadways (to a four-lane standard with an option for six lanes in certain locations).

In addition to the funded infrastructure projects, a portion of the infrastructure projects necessary to begin development is unfunded. The unfunded infrastructure projects necessary for initial development in the University Heights Sector include:

- a) North Commuter Parkway (partial);
- b) North Commuter Parkway Bridge;
- c) Central Avenue and Attridge Drive intersection upgrade;
- d) Development of the Northeast Swale multi-use trails and riverbank trails; and
- e) Civic Services Facility and Fire Halls.

The recommended additional short-, medium- and long-term transportation improvements and the new sanitary trunk river crossing (see Attachment 1 – Sections 14.8 and 16.3) projects are, or will be, part of the City's capital budget or five year capital plan submissions. Also the City is continuing to refine all cost estimates for this work and determine innovative funding solutions.

## **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

Sector plans and their amendments are widely circulated and reviewed. The proposed Sector Plan Amendment and 2012 Guidelines followed the community engagement process by including the following:

- 1) Notices to property owners were mailed out on February 20, 2013, to solicit feedback on the amendments and to invite them to the public open house.
- 2) Project information was posted on the City's website.
- 3) Through the Community Consultant for the area, the Community Associations for the adjacent neighbourhoods were notified and invited to the public open house.
- 4) Public notice ads ran in The StarPhoenix on February 23, 2013, and March 2, 2013.
- 5) A public open house was held on March 6, 2013; approximately 200 people attended.
- 6) Media coverage regarding the project appeared in the March 9, 2013, edition of The StarPhoenix.
- 7) A draft Sector Plan Amendment report was circulated for comment to:
  - a. Internal – all branches or sections.
  - b. External – approximately 11 agencies, including SaskPower, SaskEnergy, TransGas, SaskTel, Canadian Pacific Rail, Saskatoon Public Schools, Greater Saskatoon Catholic Schools, Ministry of Highways and Infrastructure, Agriculture and Agri-Food Canada, the University, and MVA.

Received comments were incorporated into the Sector Plan Amendment report.
- 8) The Sector Plan Amendment was presented to Executive Committee on July 15, 2013.
- 9) The Sector Plan Amendment will be presented to the MVA Development Review Committee on September 19, 2013, and to the MVA Board on October 4, 2013.
- 10) The public hearing will be advertised prior to October 7, 2013, at which time the matter will be considered by City Council.

### **COMMUNICATION PLAN**

No further consultation is planned beyond the stakeholder involvement noted above and the required notice for the public hearing. Upon approval by City Council, all City mapping will be updated to reflect the Sector Plan Amendment and the Sector Plan Amendment report will be posted on the City's website.

### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

No specific follow-up actions are required.

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications directly related to the approval of the recommendations; beyond what is reflected in the Sector Plan Amendment report. The overall impact on greenhouse gas emissions has not been calculated at this time.

### **PRIVACY IMPACT**

There are no privacy implications.

**SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

CPTED reviews are not required for Sector Plans.

**PUBLIC NOTICE**

Public Notice is required for consideration of this matter, pursuant to Section 12.3 of the Public Notice Policy No. C01-021.

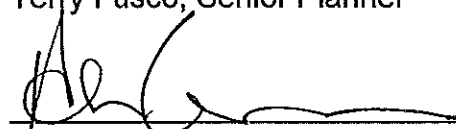
A notice will be placed in The StarPhoenix at least seven days prior to the date on which the matter will be considered by City Council.

**ATTACHMENTS**

1. University Heights Sector Plan Amendment, 2013
2. Northeast Swale Development Guidelines, 2012 Summary
3. Illustrations of the 11 University Heights Sector Plan Amendments, 2013

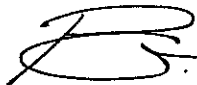
Written by: Terry Fusco, Senior Planner

Reviewed by:



Alan Wallace, Manager  
Planning and Development Branch

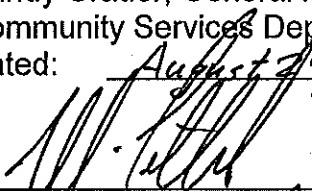
Approved by:



Randy Grauer, General Manager  
Community Services Department

Dated: August 29, 2013

Approved by:



Murray Totland, City Manager

Dated: Sept 6/13

**Proposed**  
Pending City Council Approval

ATTACHMENT 1

# University Heights Sector Plan



*City of*  
**Saskatoon**

Planning & Development Branch

# University Heights Sector Plan

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*2013 Amendment*

*Prepared by:*

Future Growth Section  
Planning and Development Branch  
City of Saskatoon

August 2013

File Number: PL 4131-3-7-1

## Amendments

- University Heights Concept Plan – Approved by City Council on May 25, 1987
- University Heights Suburban Development Area Concept Plan: Plan No. 2A12-44G – Approved by City Council on May 10, 1993
- University Heights Sector Plan Amendment – Approved by City Council on December 3, 2007



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Figure 4	Walking, Cycling and Transit Plan
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Figure 6	Servicing Plan
Figure 7	Phasing Plan

## **Attachments (files provided on attached CD)**

1. University Heights Sector Plan, October 2007
2. Vision 2057: University Land Use Planning, October 2009
3. Northeast Swale Development Guidelines, 2012
4. The Small Swale Resource Overview, 2003
5. NW 12-37-5-W3M Environmental Screening, 1999
6. RAC/FCM Proximity Guidelines and Best Practices, 2007

## 1 Introduction

### 1.1 Purpose of this Plan

The University Heights Sector Plan (Sector Plan) has three main purposes:

- a) This plan implements the City of Saskatoon’s (City) vision in the Official Community Plan Bylaw No. 8769 (Official Community Plan) to develop a Suburban Development Area (SDA);
- b) This plan establishes a layout for the preparation of future and more detailed Neighbourhood Concept Plans (NCP) to ensure growth proceeds in a balanced, compact, contiguous manner; and
- c) This plan identifies key land uses, transportation and servicing components that will need to be addressed in detail during the NCP process.

### 1.2 Plan Amendments and Timeframe

The Sector Plan is a large-scale plan which provides a framework for urban development over several decades. Given its scale and long-range timeframe, the Sector Plan is anticipated to undergo periodic amendments to address issues that may have been unforeseen at the time the plan was created and to accommodate changing development patterns. For this reason, the Sector Plan should be considered a “living document”. Provision is made in this document for amendments to be listed ahead of the Table of Contents.

## 2 Sector Vision

The vision for the University Heights Sector (Sector) is in line with the City’s Strategic Plan 2012-2022 (Strategic Plan). This report supports the strategic goals of Sustainable Growth, Moving Around, and Environmental Leadership. The Sector will develop interconnected, human-scale neighbourhoods featuring a variety of housing forms and a mixture of land uses, along with a high-quality employment area and vibrant mixed-use Suburban Centre. The Sector will promote transportation options including walking, bicycling, and transit, while still accommodating the private automobile. New neighbourhoods in the Sector will be linked to adjacent amenities such as the South Saskatchewan River (River), while illustrating a conservation theme of preserving and integrating existing natural features along the way. This will be done while keeping in mind the City’s broader responsibility of providing opportunities for growth in an efficient and sustainable manner.

## 3 Background

### 3.1 Location

The University Heights SDA is made up of Saskatoon’s north east neighbourhoods, the University of Saskatchewan (University) lands, Agriculture and Agri-food Canada research lands, and future urban development lands. The University Heights SDA is bounded by

14<sup>th</sup> Street and College Drive on the south, the River on the west, City limits on the north, and the University's Kernen Crop Research Farm on the east.

The Sector is approximately 16 square kilometres (4,000 acres) of the University Heights SDA that is unserviced land awaiting future development. The Sector is bounded by the Silverspring and Evergreen neighbourhoods on the south, the River on the west, and City limits on the north and east.

The University Heights SDA and Sector boundaries are illustrated in Figure 1.

### 3.1.1 Boundary Alteration

As part of the City's June 2000 Future Growth of Saskatoon Study, the Sector was identified as a desirable location for residential growth. On August 1, 2010, the City boundary was altered to include the remainder of the Sector and the future Provincial Perimeter Highway (Perimeter Highway) alignment in the north-east quadrant. A total of 997 hectares (2,464 acres) or 15.5 quarter sections in the north-east were brought into the City's boundary.

## 3.2 Existing Policy

### 3.2.1 Official Community Plan Bylaw No. 8769

Sector Plans are required by the Official Community Plan. Clause 3.2.2f states:

“Long range planning for neighbourhoods and related community facilities shall be organized within the context of Suburban Development Areas. Suburban Development Areas contain approximately 8 to 10 neighbourhoods and the housing and community facilities necessary to accommodate 50,000 to 80,000 people as well as significant employment...”

## 4 Existing Features

### 4.1 Land Uses, Natural Features and Heritage Sites

The University Heights SDA includes the following land uses:

- a) The University;
- b) Six Residential Neighbourhoods and One Developing Neighbourhood (Evergreen);
- c) One Industrial Area (Sutherland Industrial);
- d) One Suburban Centre Mixed-use Commercial Area (Erindale Shopping Centre and University Heights Square);
- e) One Regional Retail Commercial Area (Preston Crossing);
- f) One Arterial Commercial Strip (Central Avenue);
- g) Saskatoon Forestry Farm Park and Zoo;
- h) Agricultural Research Lands (Agriculture and Agri-Food Canada);
- i) University Containment Facility;
- j) Regional Psychiatric Centre;
- k) Muskeg Lake Cree Nation Urban Reserve;
- l) Civic Material Handling Yards;



- m) Former Rubble Dump; and
- n) Police Training Facility.

The University Heights SDA contains the following natural features:

- a) East Bank of the River;
- b) Northeast Swale;
- c) Peturrson's Ravine;
- d) Peggy McKercher Conservation Area;
- e) Saskatoon Natural Grasslands;
- f) Crocus Prairie;
- g) Riddell Paleontological Site;
- h) Sutherland Beach; and
- i) St. Joseph High School Conservation Easement.

The following Heritage Sites are found in the University Heights SDA:

- j) Moose Woods, Batoche, River Heritage Trail;
- k) Former Limestone Quarry Pits and Kilns Heritage Sites; and
- l) Heritage Homesteads.

## **4.2 Ownership**

Ownership in the University Heights SDA comprises public (City), institutional (the University), federal (Agriculture and Agri-Food Canada), and private land holdings. To date, of the remaining 16 square kilometres (4,000 acres) of unserviced land in the Sector, 75 percent of the land holdings are owned by groups with land development interests.

## **4.3 Agriculture Research Lands (Agriculture and Agri-Food Canada)**

Based on the time frame of the research plots, it is expected that the 185 hectares (458 acres) of land located north of the University Heights Suburban Centre and Willowgrove neighbourhood will continue to operate as agriculture research lands for the foreseeable future. If a servicing strategy was developed and these lands became suitable for future residential infill growth, a NCP would be required before any development occurs.

## **4.4 Saskatoon Forestry Farm Park and Zoo**

The park was originally established as the Dominion Forest Nursery Station and later as the Sutherland Forest Nursery Station. Between 1913 and 1966 the park was used to grow over 147 million trees that were shipped across western Canada to be used for shelterbelts. In 1924 the Sutherland Migratory Bird Sanctuary was established in the park. In 1974 the Golden Gate Animal Farm ran into financial difficulties and the City agreed to acquire the animals and equipment to relocate the zoo to the park. In 1990 the park was designated as a National Historic Site of Canada.

## 4.5 Meewasin Valley Authority

### 4.5.1 Background

The Meewasin Valley Authority (Meewasin), was formed in 1979 to act as an agent of the City, the University, and the Province of Saskatchewan to ensure a healthy and vibrant river valley, with a balance between human use and conservation. *The Meewasin Valley Authority Act (MVA Act)* establishes the mandate of the Authority, its powers and its jurisdiction, the Conservation Zone. Meewasin’s mandate can be summarized into three mandate areas: conservation, development, and education. As shown on Figure 2, a substantial amount of land in the University Heights SDA is in the Conservation Zone.

### 4.5.2 Jurisdiction (Conservation Zone)

The Conservation Zone is based, in part, on lands owned by the three participating parties when Meewasin was created. In the University Heights SDA this includes University-owned, City-owned and private land that was located within Saskatoon’s 1979 corporate limits. It consists of the Riverbank and adjacent uplands as well as other significant natural and cultural heritage sites such as Sutherland Beach, the Saskatoon Natural Grasslands, the Northeast Swale, and Peturrson’s Ravine. In the Conservation Zone, all improvements (for example, new construction) must be approved by Meewasin, through its Development Review process, unless specifically exempted by the *MVA Act* or by a Meewasin Bylaw.

Meewasin has also adopted a Northeast Policy, as part of its Development Plan, to guide its approach to development in the Sector. The Northeast Policy is in the process of being updated and will align with the principles discussed in this section.

The City’s corporate limits have expanded since 1979, and further boundary alterations will occur as Saskatoon grows. These boundary alterations have included land that may be of direct interest to Meewasin in meeting its mandate, such as land adjacent or connected to the River, and land that could have natural or cultural heritage features. The City will continue to work closely with Meewasin to review the Conservation Zone with the goal of adding land that is of direct interest to Meewasin in meeting its mandate, and removing land that is not of direct interest to Meewasin.

Conceptually, this Sector Plan has identified the following lands as currently having direct interest to Meewasin, and has avoided them in planning future development areas:

- a) the area within 150 metres of the River shoreline (which represents an increase from the current 92 metre Riverbank Area set out in the Official Community Plan);
- b) Peturrson’s Ravine;
- c) Sutherland Beach;
- d) the Northeast Swale and Greenway, as per the boundaries established in the “Northeast Swale Development Guidelines, 2012” report (see Attachment 3);

- e) University Lands as per the Meewasin Bylaw No. 003 Amendment – The Development Review Exemption;
- f) Peggy McKercher Conservation Area;
- g) Saskatoon Natural Grasslands; and
- h) Riddell Paleontological Site.

#### **4.6 Civic Material Handling Yards**

Currently, the City has material handling and stock piling yards along Central Avenue. The facilities are used for snow handling, street sweepings storage, and rock and construction aggregate storage. As development extends into the area, these facilities will be required to be relocated to a permanent Civic Services Facility.

#### **4.7 Former Rubble Dump**

In the early 1990s, SW 24-37-5-W3M was used by the City and the general public as a rubble dump for materials including trees, rocks, concrete and dirt. The rubble dump was decommissioned in the late 1990s and the site was leveled out to fill in the adjacent ground depressions. Groundwater levels and quality were monitored for a number of years after the decommissioning. Since 2000, no development has occurred on the site and it has been left to re-vegetate. This area is not recommended for future residential development, but may be suitable for a permanent Civic Services Facility as part of the proposed Light Industrial Park.

#### **4.8 Firing Range Facilities**

Located in SE 24-37-5-W3M, the Saskatoon Police Service and the Saskatoon Wildlife Federation have an outdoor earth berm firing range. A portion of this facility is used for emergency training purposes while the two eastern ranges are used for recreation. Currently, this facility is isolated from urban development; however, when the North Commuter Parkway is constructed immediately north, and when residential development extends into this area from the south, this facility will be considered for relocation.

#### **4.9 Preston Crossing**

Located at the junction of Attridge Drive and Circle Drive, Preston Crossing is a regional commercial area located on 23 hectares (56 acres) of land owned by the University. This area started developing in 2004 and continues to develop as the demand for retail increases.

#### **4.10 Urban Reserve**

The Muskeg Lake Cree Nation Urban Reserve was the first urban reserve to be created in Saskatoon. The Muskeg Lake Cree Nation Urban Reserve is located on 14 hectares (35 acres) of land, most of which been developed for commercial, institutional, and light industrial uses. The remainder of the land is expected to be developed in the near future.

## 4.11 Utilities

Throughout the University Heights SDA, there are major and minor utilities servicing the area (see Figure 2). Both Saskatoon Light and Power and SaskPower supply power to the University Heights SDA (see Figure 6); however, the majority of the Sector is served by SaskPower.

SaskPower presently has their 138kv QE18 overhead transmission line running parallel to road rights-of-way in the Sector, as follows:

- a) North/South along Range Road 3050; and
- b) East/West along Township Road 374 from Range Road 3050 to the River.

Prior to a NCP for Neighbourhood UH3, negotiations between the developer and SaskPower should occur to determine if there are options for relocating the QE18 overhead transmission line. If the QE18 overhead transmission line north of Fedoruk Drive remains in its current location, provisions should be made at the NCP stage to incorporate this utility into future road rights-of-way, municipal buffer, or open space corridors.

SaskPower has two existing substations on the east which will be able to service the Sector. A proposed substation located at the crossing of Township Road 374 and Range Road 3050 may be required as development progresses past Perimeter Highway (see Figure 6).

Nine cell towers, and overhead and buried SaskTel facilities, are located in the University Heights SDA (see Figure 2). The height and location of the 60 metre tall cell tower located along Central Avenue, north of the Northeast Swale should be reviewed between the developer and the service provider approximately two years before urban development begins to extend into this area. If relocating this facility is considered, options for relocation should be provided within the proposed Light Industrial Park, and the tower height should be reduced to enhance the viewshed along the River.

TransGas has an existing 168.3mm high pressure pipeline along the east edge of the University Heights SDA. As per Section 20 of *The Pipeline Act*, any ground disturbance within 30 metres of the TransGas pipeline requires written notification to TransGas at least two days prior to the commencement of the work.

## 5 Physical Characteristics

### 5.1 Topography

Surface elevations gradually increase from northwest to southwest in the Sector. The highest elevation point in the Sector is approximately at the location where Agra Road (Township Road 372) and Blackley Road (Range Road 3044) intersect.

Lands within the Sector have surface elevations ranging around 488 metres above sea level close to the River and gradually increasing to 508 metres above sea level next to Blackley Road (Range Road 3044). The overall variation in surface elevation is approximately 20 metres.

Throughout the Sector there are two prominent surface water drainage scars. This Sector Plan refers to them as the “Northeast Swale” and the “Small Swale.” These swales are low lying depressions in the terrain that act as natural drainage courses for surface water to flow into the River.

## 5.2 Soil

According to the Canada Land Inventory, the most desirable soil classes for crop production are Class 1 and Class 2. The majority of the soil in the Sector is classified as Class 3 and Class 4 (see Figure 2). Class 3 soil has moderately severe limitations that restricts the range of crops or requires special conservation practices. Class 4 soil has severe limitations that restricts the range of crops or requires special conservation practices or both.

Approximately half of Aspen Ridge has Class 2 soil. These soils are an extension of the majority of Class 2 soils located on the University’s Kernen Crop Research Farm. The “Future Growth Study, 1999” considered all soil classifications and concluded that the Sector was desirable for future urban growth.

## 5.3 Natural Areas Screening

Section 9.0 of the Official Community Plan requires wide range natural area screenings to be completed, as part of the sector planning process, to identify environmentally significant and historical areas of interest within a sector. As part of a NCP, further site-specific natural area screening may be required to identify and protect these resources. A reduction of the gross developable area may be required based on the findings of the natural areas screening process. As part of development, if deemed appropriate, developers are required to retain significant natural areas and incorporate it seamlessly into the neighbourhood.

Upon request from City Administration, the developer must arrange for a qualified consultant to determine the importance of the natural areas. If the natural area is deemed important, the developer must arrange for a legal survey to be completed during the growing season to determine the boundary of the area and the buffer around it. Prior to development, the developer should temporarily fence the buffer perimeter while construction occurs in the area.

### 5.3.1 Vegetation and Wildlife

Portions of the University Heights SDA have been the subject of a number of studies over the past 25 years (BBT 1985, Weichel's 1992, Bizecki-Robson and Dynes 1998, Delanoy 2001, Jensen 2009, Stantec 2012). From these studies the following main areas of interest have evolved: Sutherland Beach, Peturrson’s Ravine, Northeast Swale, Small Swale, Peggy McKercher Conservation Area, Saskatoon Natural Grasslands, Crocus Prairie, Riddell Paleontological Site, and the Riverbank Area. As further urban growth occurs next to these natural areas, development standards will be required to maintain its natural quality, while incorporating these areas into an urban setting.

The remainder of the undeveloped land in the Sector has been cultivated in the past, developed as residential, or used for aggregate extraction; therefore, the chances of native species being found on these lands are limited.

### 5.3.2 Northeast Swale

The Northeast Swale referenced in this report is the portion of the Northeast Swale that is within City limits, totaling 290 hectares (718 acres) or five kilometres in length. The greater Swale consists of a 25 kilometre drainage channel.

The Northeast Swale has long been regarded as a significant environmental feature having unique ecological, hydrological, and hydrogeological characteristics. Although there are pockets of disturbance, the Northeast Swale contains remnants of native prairie, has numerous ecologically important wetlands, and has a diverse habitat that supports a number of species.

The “Northeast Background Study” (The UMA Group, 1985) described the Swale as a channel scar with sloughs. It stated:

*“The current scar and sloughs of this area are remnants of glacial times. The channel formerly carried meltwater and once flowed as a broad sheet of water to the north. The area is considerably above the present river. The scar has been incised within the former glacial lake bottom that we know today as the prairie tableland. As the scar has been scoured below the general level of the prairie, it has remained an integral part of the prairie surface drainage system since being abandoned by the river. Over time it has accumulated some rich soils but the continued erosion by surface drainage has carried most of them off. None the less, this area supports rich plant and animal life communities. Two examples are the fescue grassland and natural prairie that serve as a habitat for grassland birds. The scar is a wildlife corridor for mammals and a habitat for numerous bird varieties.*

*Due to the undulating topography and boulder cover, the agricultural capability is low and the area has never been farmed. Examples of natural prairie still exist. As few examples are left in North America they are worthy of preservation...”*

Based on the flora/fauna and wildlife findings from all the studies completed on the Northeast Swale, a number of important findings are listed below:

- a) The Northeast Swale provides a good variety of upland and wetland habitats that are important to a wide variety of bird species (more than 186 bird species have been identified, with 61 species known to nest in the Northeast Swale).
- b) The Swale provides habitat for common nighthawk, loggerhead shrike, barn swallow, sprague’s pipit and horned grebe (all federally listed species at risk). These species have all been observed within the Northeast Swale, although no nests are known to exist currently.
- c) The wetlands are important for a wide variety of waterfowl and shore-land birds.
- d) The uplands, while disturbed in some areas by over grazing in the past, contain significant amounts of native prairie, including some provincially ranked rare species, such as *Lilium philadelphicum*, *Viola pedatifida*, and *Alisma gramineum*. The assemblage of native species is one of the Swale’s most important attributes, and provides habitat for the wide range of birds. The plant communities in the Northeast Swale are dominated by western porcupine grass and northern wheatgrass. This association of mixed grass prairie tends to transition into the fescue prairie. Fescue prairie once extended over a large portion of Canada but less than 5 percent of its original expanse now remains in Saskatchewan.

- e) The wetlands in the Northeast Swale have been classified using the Stewart and Kantrud system and it was determined that the majority are Class 4, or semi-permanent (Stantec 2012). A functional assessment has noted that the Class 4 wetlands are important ecologically as they provide important water storage, waterfowl habitat, amphibian habitat, and native plant habitat.

Recently, a qualified team of consultants studied the Northeast Swale in detail with an end result of a defined Northeast Swale boundary and three roadway crossings as part of the “Northeast Swale Development Guidelines, 2012” report (see Attachment 3). The “Northeast Swale Development Guidelines” report provides the framework for integrating natural areas into urban development areas. It recommends measures to minimize disturbance to the Northeast Swale, while also meeting transportation, utility, stormwater management, and other community needs as the Sector develops.

The “Northeast Swale Development Guidelines, 2012” report identified the need for an amphibian and reptile species composition and abundance survey. This survey should be completed prior to designing the road crossings for the Northeast Swale. An experienced herpetologist should determine if the amphibian and reptile populations warrant special road design mitigation. If required, it is recommended that the road include amphibian and reptile crossing structures using the guidelines in the “Wildlife Crossing Structure Handbook: Design and Evaluation in North America” (FHWA 2011).

### 5.3.3 Small Swale

The Small Swale referenced in this report is the portion of the Small Swale within City limits, totaling approximately 61 hectares (150 acres) based on air-photo analysis. The Small Swale is part of the greater Small Swale, which is a 4 kilometre drainage channel that extends north of Perimeter Highway. The 2007 Sector Plan viewed the Small Swale as an area of residential development due to the area being disturbed by human activity such as the visual evidence of historical gravel extraction in and around the area. However, the low lying area and high ground water table in the Small Swale, along with the boulder-cover hills throughout the area make it challenging to service and develop and could be better preserved as a drainage channel and/or natural area that buffers the Employment Area from the adjacent commercial and residential developments. For the northwest corner of the Sector, the Small Swale is an important element for the surface water drainage pattern and has the potential to be used for stormwater management. Native species can be reintroduced to the area re-establishing the historically disturbed lands. The Small Swale has been illustrated as “under review”; therefore, prior to any development happening in the area of the Small Swale, a qualified consultant should visit the site and determine the ecological significance of the Small Swale similar to the field methods used in defining the 2012 Northeast Swale boundary. This ecological review of the Small Swale would then be able to refine the total area and determine the future use of the Small Swale as part of the NCP.

Outside the University Heights SDA, adjacent to the River, the Small Swale has an area of natural habitat. This area can be found within NW30-37-4-W4M and should be further reviewed. This will be addressed in the subsequent plan for the North East SDA.

#### 5.3.4 The greater Swale

The greater Swale is a combination of swales linked together to form a 25 kilometre drainage channel scar left behind since the glaciers receded. In this report the greater Swale is from City limits to W½ 17-39-3-W3M where it connects back to the River.

#### 5.3.5 Peturrson's Ravine

Peturrson's Ravine is a well defined post-glacial erosional feature resulting from the piping of intertill sand and gravel layers along the banks of the River. It is possible that surface runoff once passed through the ravine as storm runoff from the swale areas to the northeast. This runoff would have accelerated ravine erosion and would account for the advanced size of Peturrson's Ravine.

The surficial geology at the Peturrson's Ravine site consists of successive layers of glacial tills belonging to the Battleford, Floral and Sutherland groups and known collectively as "glacial drift." The thickness of the drift materials is expected to be in the order of 75 metres or more in the area.

According to a number of studies completed by Meewasin, there is an estimated 325 plant species identified in the Peturrson's Ravine area. One of the most unique ecosystems within Peturrson's Ravine is the marl bog area. Due to its properties of soil and moisture, it supports a unique floral community, including the "threatened" *Scirpus pumulis* (dwarf bulrush), and "vulnerable" *Scirpus rufus* (red bulrush) and *Lomatogonium rotatum* (marsh felwort), as listed in *The Species at Risk Act*.

The ravine acts as a natural, protective travel corridor for wildlife, with the typical route lying between the protective cover of the shrubs and trees along the River, up into the grasslands and agricultural habitats in the uplands. Wildlife noted in the area include white-tailed deer, snowshoe hare, mice, voles, beaver, mink, garter snake, pocket gopher, flickers, mourning dove, mallards, rails, snip, great blue heron, robin, Canada geese, double crested cormorant, magpies, sandhill crane, crows, pelicans, and Cooper's Hawk.

The Peturrson's Ravine Resource Management Plan completed for Meewasin (1995) provides recommendations for developments adjacent to the ravine.

#### 5.3.6 Sutherland Beach

Sutherland Beach is located south and west of the River, north of Circle Drive and west of the Preston Avenue road allowance. A portion of this area is owned by the City and is currently being used as an off-leash recreation area (formally called Sutherland Beach Off-leash Recreation Area), while 5 hectares (13 acres) along the northern part of this area is privately owned. Sutherland Beach has been identified by Meewasin as having ecological significance since the lands have been preserved in their natural state. According to Meewasin, the area would be suitable for interpretive purposes and a network of interpretive trails could provide opportunities to view and learn about the Riverbank ecology and the evolution of the River.

#### 5.3.7 Sections 24 and 25 of 37-5-W3M

According to the "Small Swale Resource Overview" study in 2003 (see Attachment 4), previous vegetation and wildlife studies found two rare plant species around NE 24 and SE 25-37-5-



W3M, approximately 250 metres north of the undeveloped road allowance between the two quarter sections and along the east bank of the saline meadow. The two plant species are *Carex crawei* and *Scirpus rufus*. These plants are ranked by the Saskatchewan Conservation Data Centre (CDC) as S1 and S2 respectively. S1 is defined as extremely rare; five or fewer occurrences in Saskatchewan, or very few remaining individuals. S2 is defined as rare; 6 to 20 occurrences in Saskatchewan, or few remaining individuals. Western Red Lilies, a protected species, also grows in the area.

Prior to development around NE 24 and SE 25-37-5-W3M, a qualified consultant should visit the site to determine if there is any remaining evidence of the two plant species.

#### **5.3.8 Crocus Prairie**

Located north and west of the Regional Psychiatric Centre on University lands, the Crocus Prairie, informally named for the beautiful native crocuses found there, has been studied and is identified by Meewasin as an ecologically sensitive site worth preserving, but has not been formally designated as a natural area by the University.

#### **5.3.9 Saskatoon Natural Grasslands**

The Saskatoon Natural Grasslands is a 14 hectare (34 acre) parcel of native Saskatchewan grassland lying within the Silverspring neighbourhood. In 1993, the area was dedicated as Municipal Reserve as part of the Silverspring neighbourhood subdivision plan, because of its complex association of natural fescue grasses, flowering and non-flowering plants, fungi, lichen, animals, insects, and other organisms representing 10,000 years of natural history since the glaciers receded. The Saskatoon Natural Grasslands is a unique ecosystem that shelters nearly 200 plant species, 117 species of birds and more than 25 kinds of butterflies. The Saskatoon Natural Grasslands provides not only important habitat, but it allows undisturbed fescue prairie, which is being depleted in Saskatchewan, to be preserved. Following 1993, the City sold the Saskatoon Natural Grasslands parcel to Meewasin for \$1. Meewasin is the steward of the site, conserving it in a natural state and using it for interpretation, public education, and research.

#### **5.3.10 Peggy McKercher Conservation Area**

The Peggy McKercher Conservation Area is located east of the River along Central Avenue. The site is located in NE 14-37-5-W3M and consists of 13 hectares (32 acres). In 1916, the William Hutchins family received patent and held the property until 1945. The Hutchins homestead is located at the end of the south trail near the turnaround. In 1963, the Episcopal Corporation of Saskatoon became the owners, converting the site to a summer residence for Catholic nuns of the Saskatoon Diocese. At that time the site was known as Maryville. Remnants of the former site remain in the form of planted trees (spruce and mountain ash), an old basketball court, and even a small shrine to the Virgin Mary located atop a hill. Meewasin purchased the site in 2007 and officially dedicated it as the Peggy McKercher Conservation Area in September 2009.

#### **5.3.11 St. Joseph High School Conservation Easement**

On June 14, 1995, Meewasin and the Greater Saskatoon Catholic Schools Board of Education formed a partnership to “naturalize” a portion of the St. Joseph High School grounds. The goal was to recreate a natural prairie landscape at the school where students could take part in

preparing soil, starting seedlings, planting in the field, planting and staking trees and shrubs, and mulching plant beds. In 2000, students, teachers, and volunteers planted over 1,400 indigenous trees, shrubs, and seedlings in the conservation area creating an outdoor laboratory. On November 15, 2001, Meewasin signed one of its first conservation easements with the Greater Saskatoon Catholic Schools that protects 1.93 hectares (4.76 acres) of the school ground along Attridge Drive.

#### 5.4 Historical Resources

The majority of the lands in the Sector have been cultivated for many years; therefore, there may be few additional historical findings. However, there are parcels of land along the River, within the Northeast Swale and located in the northern part of the Sector, that have not been cultivated and there may be a higher chance of finding historical artifacts. As shown on Figure 2, the Heritage Sensitive areas were provided by the Ministry of Tourism, Parks, Culture, and Sport as areas having the potential for heritage resources. Prior to development on the Heritage Sensitive lands, the Ministry of Tourism, Parks, Culture, and Sport must provide a written letter of clearance or a Historical Resources Impact Assessment (HRIA) must be carried out by a qualified consultant, at the developer's expense, under an approved investigation permit issued by the Ministry of Tourism, Parks, Culture, and Sport.

As the University Heights SDA develops, special consideration should be given to the heritage elements identified below; however, if further historical materials are identified they must be reported to the Ministry of Tourism, Parks, Culture, and Sport.

##### 5.4.1 Moose Woods, Batoche, River Heritage Trail

One of the most important heritage resources in this area is the trail referred to as the “Moose Woods, Batoche, River Heritage Trail” (Batoche Trail). The approximate trail alignment is shown on Figure 2, based off of the Dominion Lands Survey dated May 5, 1884.

The Batoche Trail is significant because of its continued use through the 1800s and its role in the selection of a colony site that became Saskatoon. The trail is said to have been established by Chief Whitecap and his band at Moose Woods (now the Whitecap Dakota First Nation) who were travelling to the settlements at Batoche and Duck Lake. John Lake, of the Temperance Colonization Society, appears to have used the trail in July and August, 1882 on his two trips south from Clark's Crossing to consult with Chief Whitecap about a suitable colony site. It was then that the Saskatoon site was decided upon.

According to the “NW 12-37-5-W3M Environmental Screening” study completed in 1999 (see Attachment 5), two intact portions of the Batoche Trail were recorded. The first portion of Batoche Trail was located in SE 4-38-4-W3M (located 2.5 miles northeast of Saskatoon along the edge of the River). The second portion of the Batoche Trail was located in NW 12-37-5-W3M, located directly north of the Silverspring neighbourhood. The “NW 12-37-5-W3M Environmental Screening” study provides a clear illustration of cart tracks within the westerly portion of the Northeast Swale.

Prior to any further development in this area, a qualified consultant should revisit the geographical coordinates of 52N-10'-8" latitude and -106W-35'32" longitude in NW 12-37-5-

W3M (within the Northeast Swale) to determine if the cart tracks found in 1999 are still intact. If so, the length of the tracks within NW 12-37-5-W3M should be temporarily fenced off from potential disturbance from roadway and residential construction until the Northeast Swale trail network is defined and this historical area can be incorporated into the design. This portion of the Northeast Swale should have interpretive signage similar to the historical Moose Jaw Trail in Mark Thompson Park in the Stonebridge neighbourhood.

Prior to development on W½ 13 and SE 24-37-5-W3M, a qualified consultant should visit the site to determine if there is any remaining evidence of the Batoche Trail. If so, these cart track markings should be protected and incorporated into the design of the surrounding development, providing an opportunity for future generations to walk along approximately the same route as John Lake and Chief Whitecap.

#### 5.4.2 Limestone Quarry Pits

According to the “NW 12-37-5-W3M Environmental Screening” study completed in 1999 (see Attachment 5), limestone quarrying activities were prevalent in the area and were essential to Saskatoon’s early history in the late 1800s. In the North-east region of Saskatoon, limestone was being extracted and used for building materials, mortar, and fertilizer. Some of the stone material was used to build buildings on the University campus. Within the Northeast Swale are boulders with splitting pins still intact as well as boulders with drill holes, as evidence of failed limestone quarrying. In NW 12-37-5-W3M and in other parts of the Northeast Swale, there are numerous pits where boulders were successfully removed.

#### 5.4.3 Limestone Kilns

Located along the edge of the River, north of Peturrson’s Ravine, two limestone kilns have been found, likely built in the late 1880s, and were used by early builders to produce lime for mortar. These sites should be protected or preserved and incorporated as part of the Riverbank Area.

#### 5.4.4 Homesteads

As shown on Figure 2, there are four areas that have the potential of having historical homestead remnants. These areas are explained in more detail below.

A review of historical aerial photographs revealed that there were buildings located near the north edge of NE 24-37-5-W3M and along the south edge of SE 25-37-5-W3M. There is a high probability that these buildings were an old homestead site.

As noted in Section 5.3.10 of this report, remnants of the Hutchins homestead are located on NE 14-37-5-W3M, within the Peggy McKercher Conservation Area.

According to the Saskatchewan Archives Board, in 1904 James D. Powe applied for a homestead at SW 12-37-5-W3M. It is assumed that Powe did not build a house on this parcel of land, but used the site to collect building materials. In 1910 to 1912, Powe constructed a large house on SE 2-37-5-W3M. Today the home is a heritage home located on the northwest corner of 115<sup>th</sup> Street and Central Avenue.

#### 5.4.5 Riddell Paleontological Site

An approximate 3 hectare (7 acre) site located north of the Northeast Swale was identified in 1980 by T. Skwara Woolf in the research paper titled “Biostratigraphy and Paleoecology of Pleistocene Deposits, Saskatoon, Canada” as an important paleontological site. The paleontological site was named after a former owner of the land. At this location, vertebrate fossils, ocherous wood, and shells were found. In addition, 19 taxa of large mammals, of late Rancholabrean time, were found.

Auger hole data from 1980 shows that the ground formation at this location is made up of 8 metres of Riddell Member. Riddell Member is stratified and cross-bedded sand, which is heavily stained with iron and manganese oxides. As mentioned above, the sand contains abundant fossilized bone, shells, and wood.

#### 5.4.6 Duh Paleontological Site

Shown on Figure 2, outside of the Sector boundary, a second significant paleontological site, formerly referred to as the Sutherland Pit, was identified by T. Skwara Woolf in the research paper noted above. In general, a number of vertebrate fossils have been reported on SE 25-37-5-W3M, but their exact stratigraphical position is uncertain.

### 5.5 University of Saskatchewan Lands

Under the terms of a long-standing agreement between the City and the University, the City will not pass bylaws that restrict the University’s education, research, or related activities on its lands. Accordingly, careful planning is done with the University as part of the Sector Plan and NCP processes, and City Administration and University Administration have regular discussions about University activities, land holdings, and future plans.

#### 5.5.1 University of Saskatchewan Vision 2057

After the 2007 Sector Plan, the University produced its long-range plan titled “Vision 2057: University Land Use Planning” (see Attachment 2). Vision 2057 identifies the eventual role various University-owned lands will play in the future for the University and also for Saskatoon. Within City limits, the University has land holdings totalling 755 hectares (1,865 acres). Of that, the University has designated 401 hectares (991 acres) of land as “endowment lands” (see Figure 3). The endowment lands designation means the University will explore alternative uses of these lands within a formalized process. Many lands in the endowment category will likely continue to be used for their current purpose for many years, but would be available for consideration for other uses as opportunities arise and replacement lands are made available. Other potential future uses for endowment lands may include University-related uses (student residences, offices, continuing learning), mixed-use neighbourhoods, research park, business park, institutional uses, commercial uses, and community uses (recreation, open space).

#### 5.5.2 Kernen Crop Research Farm

The Kernen Crop Research Farm lies outside the Sector boundary; however, it shares a boundary edge.

The Kernen Crop Research Farm was acquired by the University’s Plant Sciences Department in 1977 from former graduate Fred W. Kernen. The farm on Sections 5 and 8-37-4-W3M totals

518 hectares (1,280 acres), of which 130 hectares (320 acres) on the east half of Section 8 remains as uncultivated native prairie and is referred to as the “Kernen Prairie.”

The Kernen Prairie is unique compared to other sections because it has not been cultivated or heavily grazed by domestic animals. According to the Saskatchewan CDC database, there is a number of rare plant species located on the Kernen Prairie parcel such as Smooth Wild Rose, Crowfoot and Blunt-leave Yellow-cress.

### **5.5.3 Regional Psychiatric Centre**

In 1978 the Federal Government of Canada – Correctional Service Canada obtained a long-term lease with the University to develop 26 hectares (65 acres) west of Central Avenue for a Prairie Region Psychiatric Penitentiary and Mental Health Facility. The Regional Psychiatric Centre (RPC), as it is now called, houses male and female inmates and employs more than 300 people. The Silverspring neighbourhood has been developed east of the RPC.

### **5.5.4 University Containment Facility**

The 10 hectare (24 acre) University Containment Facility is located east of Central Avenue and south of Fedoruk Drive. The site has been remediated, and the Saskatchewan Ministry of Environment has confirmed that no further work is required if the surrounding land is used for non-contact recreational use (meaning a natural area with trails). This parcel of land is part of the University’s endowment lands and if conditions at the site change and the Containment Facility and buffering lands in this area can be permitted for development, this Sector Plan would be reviewed.

## **5.6 Site Contamination**

As part of the NCP process, developers must engage a qualified consultant to complete an Environmental Site Assessment (Phase I and/or II). The Environmental Site Assessment should determine potential and existing environmental contamination liabilities in the NCP study area; more specifically, around existing farmsteads, former dumping sites, municipal facilities, shooting ranges, and industrial lands. If contamination is present, the landowner is responsible for remediating the site and preparing the land for its future use.

## **5.7 Development Buffers**

The Sector is constrained by six buffers around existing land uses: Wanuskewin Heritage Park (WHP), the City’s H.W. Weir Wastewater Treatment Plant (Wastewater Treatment Plant), the University’s Containment Facility and Kernen Prairie, and two chemical plants west of the River. These buffers are illustrated on Figure 3 and are explained below.

- a) The previous University Heights Sector Plan amendments, which were adopted in 2007 (2007 Sector Plan) (see Attachment 1) set a 1.8 kilometre radial buffer around WHP to create a visual separation between future urban development and the park. The buffer was intended to address concerns that further urban development would be inconsistent with the natural and historic qualities of the WHP. Further discussions will be held with WHP Administration to clarify the types of development that may be appropriate within the buffer, and any development standards, such as berms and landscaping, that might

enable development in the vicinity of WHP while conserving the unique character of the park.

- b) The 2007 Sector Plan set an 800 metre buffer around the Wastewater Treatment Plant based on an offset from the property lines. This buffer exceeded any Provincial guidelines, but was deemed prudent to prevent odour management issues in the Sector. The City recently completed a “Wastewater Treatment Plan Odour Source and Mitigation Study” and will be implementing its odour mitigation recommendations. As a result, the eastern buffer around the Wastewater Treatment Plant can be reduced to 300 metres to the east and 620 metres in the south east direction to accommodate odours being carried by prevailing winds.
- c) As noted in Section 5.5.4 University Containment Facility, a 300 metre radial buffer surrounds the buried containment facility on site. No lands within this 300 metre buffer should be used for residential development, but the Province cleared the buffer area for “non-contact recreational use,” meaning a natural area with trails and walkways. If conditions around this area change, the buffer will be reviewed.
- d) Based on discussions in 2006 between City Administration and University Administration, a property line buffer of at least equivalent to the existing Highway 41 right-of-way (60 metres) should be maintained around the Kernen Crop Research Farm in sections 5 and 8-37-4W3M. This buffer is to minimize the urban impacts of growth on the Kernen Crop Research Farm and allow the University to continue their agricultural studies. As future residential development borders this site to the north and east, this buffer will be refined based on the land uses proposed in the NCP.
- e) A 1 kilometre radial buffer, measured from the centre point of the properties, surrounds the Akzo Nobel and Erco Worldwide chemical plants on the west side of the River. The buffer is consistent with the Provincial *Regulations Respecting Anhydrous Ammonia*, which regulates the location of anhydrous ammonia storage tanks relative to adjacent land uses.

## 5.8 Ground Water

As part of the NCP process, the developer must engage a qualified consultant to complete a Hydro-geotechnical Analysis for the NCP study area. The Hydro-geotechnical Analysis should provide an analysis of soil and groundwater conditions and identify aquifers, high water tables, and site drainage issues.

## 5.9 Noise and Vibration

For any future residential neighbourhood abutting Circle Drive, the Canadian Pacific Railway (CPR) line, or Perimeter Highway, the developer must engage a qualified consultant to complete a Noise and Vibration report as part of the NCP process. This report will determine if an appropriate setback or berm could reduce impacts on adjacent land uses from these corridors. For residential developments adjacent to existing and proposed roadways, exterior noise levels should not normally exceed a decibel level of 65 dBA Ldn.

## 6 General Land Use and Population

### 6.1 Land Use Plan

The Land Use Plan for the Sector is shown in Figure 3. This Plan is the broad framework over which the vision will be achieved. It identifies:

- a) two future neighbourhoods (Aspen Ridge and Neighbourhood UH3);
- b) two District Village Commercial areas;
- c) a Mixed-use Core centered on a walkable “main street”;
- d) a Business Park;
- e) a Light Industrial Park;
- f) “complete streets” that connect adjacent development areas and offer transportation options;
- g) a 150 metre Riverbank natural area with multi-use trails; and
- h) existing natural features (see Section 4.1 of this report).

It is important to note that the Land Use Plan is meant to be interpreted flexibly, rather than rigidly requiring the strict separation of uses. For example, it is the objective of this Sector Plan that arterial roadways serve as “complete streets” that knit bordering areas together rather than serving as a boundary between areas. Similarly, the perimeters of land use areas should allow for a gradual transition from one type of use to another.

### 6.2 Population Density, Dwelling Units and Employment

Table 1 below shows the projected population, density, and employment numbers for the Sector. The table is divided into existing development and proposed development.

At full build-out of the Sector, the total estimated number of additional dwelling units is 12,308, the estimated additional population is 28,131 people, and the total estimated employment is 8,256 jobs. At full build-out of the Sector, not including significant infill development that the University’s Vision 2057 projects, the University Heights SDA will house 75,593 people.

Suburban neighbourhoods over the past number of years have had densities of 15 to 20 dwelling units per hectare (6 to 8 dwelling units per acre) for residential neighbourhoods, which equates to a population density of approximately 50 residents per hectare (20 residents per acre). Given the vision of developing neighbourhoods that include a mixture of uses, the density targets for the Sector were set using a combined measure of residents plus jobs per hectare. An estimate of 50 residents plus jobs per hectare was used for primarily residential neighbourhoods, and an estimate of 65 residents plus jobs per hectare was used for the Mixed-use Core and District Village Commercial areas. A higher density for the Mixed-use Core will provide the population needed to support an efficient transit node. It was estimated that the Business Park and the Light Industrial Park would accommodate 25 jobs per hectare.

Dwelling unit densities are also of interest, and were calculated based on Saskatoon household size data for existing neighbourhoods. On this basis, the Sector is projected to have neighbourhoods with an average gross density of approximately 18.5 units per hectare (7.5 units per acre), while the Mixed-use Core is expected to have a net density of 30 units per hectare (12 units per acre).

**Table 1. Area, Density, Population and Employment**

	Acres	Hectares	Residents/ jobs <sup>2</sup> per ha	People per unit	Units	Units per ha (approx.)	Units per ac (approx.)	Population (estimate)	Employment (estimate)
<b>Existing Development</b>									
Sutherland	480	194			2544			5348	
Forest Grove	390	158			2181			5907	
Erindale	385	156			1413			4338	
Arbor Creek	350	142			1626			4635	
Silverspring	400	162			1614			5277	
Willowgrove	505	204			3410			7500	
Evergreen	655	265			5712			12622	
University Heights Suburban Centre	226	91			680			1835	
Sutherland Industrial	300	121							
University of Saskatchewan <sup>1</sup>	2130	862							
Agriculture and Agri-Food Canada Lands	458	185							
Muskeg Lake Cree Nation Urban Reserve	35	14							
Saskatoon Forestry Farm Park and Zoo	142	57							
Sutherland Beach Backshore Lands <sup>3</sup>	40	16							
<b>Proposed Development</b>									
Aspen Ridge	565	229	50	2.43	4238	18.5	7.5	10297	1143
Neighbourhood 3 (UH3)	780	316	50	2.43	5850	18.5	7.5	14216	1578
Mixed-use Core	85	34	65	1.63	1020	30.0	12.0	1663	559
District Village Commercial (NE of Evergreen)	35	14	65	1.63	525		15.0	856	230
District Village Commercial (next to Mixed-use Core)	45	18	65	1.63	675		15.0	1100	296
<b>Employment Area</b>									
Business Park	190	77	25						1922
Light Industrial Park	250	101	25						2529
<b>Natural Areas</b>									
Northeast Swale	718	290							
Peturrson's Ravine	42	17							
Small Swale <sup>4</sup>	150	61							
Remnant Parcel South of Peturrson's Ravine	6	2							
150m Riverbank Zone	343	139							
Wastewater Treatment Plant Buffer	30	12							
University Containment Facility Buffer	24	10							
Urban Holding Lands north of Perimeter Highway	695	281							
Perimeter Highway and Interchanges	225	91							
<b>University Heights Sector Plan Area</b>	<b>4011</b>	<b>1623</b>			<b>12308</b>			<b>28131</b>	<b>8256</b>
<b>University Heights Suburban Development Area</b>	<b>10679</b>	<b>4321</b>			<b>31488</b>			<b>75593</b>	

Notes:

- 1 - The University of Saskatchewan Lands for this report includes all the lands identified under their ownership in the Vision 2057: University Land Use Planning study and adjacent roadways.
- 2 - Residents/jobs per hectare is a target value, tempered by actual data from similar neighbourhoods/suburban centres in Saskatoon.
- 3 - The Sutherland Beach area, is currently being used as an Off-Leash Recreation Area. If the University were to develop their lands east of this area, as part of their Vision 2057, this area should be reviewed to determine if any backshore areas are suitable for development.
- 4 - The Small Swale is "under review" and requires further Natural Area Screening



## 7 Principles of the Integrated Growth Plan

Smart Growth is an approach to planning that advocates the concentration of growth in compact, walkable urban centres that have a mix of land uses and support a range of transportation modes including transit and cycling. Smart Growth development is intended to achieve economic, social, and environmental sustainability objectives over the long term, ensuring that development remains viable for the foreseeable future.

Developers in the Sector will be encouraged to incorporate Smart Growth principles as part of the NCP process. Smart growth principles are embedded in the Official Community Plan and the Integrated Growth Plan. The City’s “Bridging Document to the Integrated Growth Plan,” and its “Sustainable Development Workbook,” provide references that can assist in incorporating sustainable design in new neighbourhoods including:

- a) Provide housing for a wide range of family types, income levels, individual values, and lifestyles;
- b) Support transportation options including walking, biking, and transit;
- c) Ensure easy access to schools, recreation, shopping, and adjacent neighbourhoods;
- d) Provide transit-ready development (for example, design higher density developments along major roadways and at major nodes, which allows an efficient transit system and increases transit riders);
- e) Promote green energy and energy conservation options (for example, building orientation, photovoltaic [solar] panels, and passive solar heating);
- f) Reduce commuter trips by providing employment areas within easy access of residential areas;
- g) Help educate home builders on the importance of reducing greenhouse gases;
- h) Help educate home builders and home owners on native prairie ecosystems, water conservation, xeriscaping, urban agriculture, and the reduction of sod; and
- i) Promote certified sustainable building structures.

### 7.1 Safe Growth

Section 3.1 of the Official Community Plan requires NCP to comply with the principles of Crime Prevention Through Environmental Design (CPTED), to ensure a safe environment and high quality of life. When NCP are prepared for development areas in the Sector, care must be taken to ensure natural surveillance and the appropriate use of buffer strips, connectivity between neighbourhoods and with the rest of the city, and clear way-finding within the area.

### 7.2 Neighbourhood Development

As shown on Figure 3, the Sector accommodates two future residential neighbourhoods, compared to the three future residential neighbourhoods shown in the 2007 Sector Plan. Neighbourhoods should be developed to feature numerous, significant focal points, such as commercial/mixed-use nodes or corridors, neighbourhood parks, and community centres and/or

school sites, further enhancing walkability and the distribution of amenities. This is particularly important if a proposed neighbourhood area exceeds 160 hectares (400 acres), which may be necessary to secure a large enough population to support two elementary schools.

#### **7.2.1 Residential**

A broad range of housing choices is required throughout the Sector. This range of housing will encourage a mix of densities, income levels, and forms providing a “lifelong” sector where residents can age in place within each neighbourhood.

The two future residential neighbourhoods that make up the Sector will accommodate housing forms of predominantly low- to medium-density. Housing types could include single-unit detached, duplex, semi-detached, street and group townhousing, and apartments. Multi-unit residential developments, places of worship, and residential care homes in the residential neighbourhoods should be situated next to arterial roads, along neighbourhood collector roads, around neighbourhood centres, or near the neighbourhood core park.

#### **7.2.2 Affordable Housing**

Developers in the Sector will be asked to provide a range of housing choices including affordable housing within each neighbourhood. As identified in the Housing Business Plan, the City’s current target is 500 affordable housing units per year, distributed throughout the city.

#### **7.2.3 Residential Care Homes**

As set out in Section 5.3 of the Official Community Plan, supportive housing forms, including residential care homes, are to be facilitated in all areas of the city; therefore, developers in the Sector will be asked during the NCP process to identify care home sites within each neighbourhood. These sites should be distributed geographically throughout a development area and provision should be made for such uses within each phase of a developing neighbourhood.

#### **7.2.4 Mixed-Use and Institutional**

Mixed-use development will be located along all arterial roadways where feasible. Mixed-use development will also occur at nodes within neighbourhoods to provide amenities within walking distance of a large proportion of neighbourhood residences. A Mixed-use Core area node has been provided at the intersection of Central Avenue and the North Commuter Parkway. Mixed-use development is intended to accommodate a mix of residential and non-residential land uses to serve the personal and commercial needs of those living and visiting the area. It provides variety, vitality and character to the street edge and entry points into the neighbourhoods. It also promotes unique “main street” spaces, supports transit, and animates sidewalks with a variety of uses, making streets active for more seasons and hours of the day. Mixed-use, street-oriented development provides a streetscape that is human-scale and pedestrian friendly.

The Mixed-use Core area could include a combination of banks, multi-unit residential developments, medical clinics, offices, convenience stores, restaurants, retail shops, studios, pubs and institutional uses.

### 7.2.5 Intermediate and Strategic Infill Areas

City Council endorsed the Integrated Growth Plan (IGP) in 2012. The IGP elaborates on how the City will achieve the goals of ‘Sustainable Growth’ and ‘Moving Around’ cited in the Strategic Plan. The IGP is a new way of growing the city and it involves a re-orientation of community planning and building processes. The IGP supports balancing outward growth with strong infill development in locations that support higher densities and access to transit. City Administration is currently exploring a number of intermediate infill options along arterial roadways and also strategic infill opportunities, such as the University’s endowment lands.

The University’s endowment lands present a significant new infill opportunity; the first of these lands to be developed is the College Quarter property. The College Quarter is a 59 hectare (146 acre) parcel of land located south of the main campus area. It is bounded on the north by College Drive, the west by Cumberland Avenue, the south by 14<sup>th</sup> Street East, and the east by Preston Avenue. On its west and south sides, it is framed by the established residential neighbourhoods of Varsity View and Grosvenor Park. The vision for the College Quarter is to create an academic and mixed-use village that will share many characteristics of the main campus, such as its design prioritizes pedestrian use and comfort, ensure human-scaled buildings that use high-quality materials, and demonstrate architectural excellence and environmental sustainability.

According to Vision 2057, if all of the University’s endowment lands were built out, these lands could accommodate between 40,000 and 60,000 units of low-, medium-, and high-density housing, as well as significant commercial, recreational and institutional uses.

## 8 District Village Commercial

The vision for the District Village Commercial areas is for vibrant street-oriented retail shopping destinations at grade level that feature appropriate services and amenities to support the needs of the developing Sector. Medium- to high-density residential development could be built above the grade-level retail. District Village Commercial areas are intended to provide a level of service and a range of commercial uses above that found at the neighbourhood level, but less than that found in the Suburban Centre Commercial area. Possible uses include retail stores, restaurants, service stations, small shopping centres, medical clinics, and related health services.

The two District Village Commercial areas shown on Figure 3 are sized based on the 2007 Sector Plan. The District Village Commercial area northeast of Evergreen is 14 hectares (35 acres) and the District Village Commercial area next to the Mixed-use Core is 18 hectares (45 acres). A commercial market review should be completed as part of the NCP for each development area, to ensure an appropriate amount of commercial development is based on market demand.

The District Village Commercial areas are encouraged to have architectural controls to ensure it is compatible with the character and theme of the surrounding neighbourhoods.

Single-use commercial development is appropriate in the District Village Commercial areas and would be discretionary in mixed-use locations, such as along the “main street”. It is important that the District Village Commercial transitions seamlessly into the surrounding residential neighbourhood and mixed-use core areas in terms of scale, form, and character. When designing the District Village Commercial areas, best practices outlined in Section 15 of the “Commercial and Industrial Development Study – Development Trends and Best Practices” should be pursued.

### 8.1 Main Street

The “main street” concept is shown on Figure 5 along the northern part of Central Avenue through the Mixed-use Core area but could also be designed into the District Commercial along McOrmond Drive. The “main street” design should have collector roads that parallel the arterial roadway. For an approximately four block length, the grid roadway design will allow for adequate access to street-oriented commercial and mixed-use developments. This will support a modern interpretation of the “main street” design found in core neighbourhoods, like Nutana and Riversdale. This area will offer the opportunity for residents to satisfy their daily needs within walking distance of their home.

## 9 Employment Area

To assist in achieving the objectives of the Strategic Plan and the IGP, one of the objectives of the Sector is to provide more opportunities for those that live east of the River to work closer to home. In Saskatoon, the majority of the employment areas are located west of the River. This has created a significant demand on local infrastructure, such as arterial roads and bridges, moving people to and from work each day. To alleviate some of this pressure and to reduce commute times for those living east of the River, the Employment Area made up of a Business Park and Light Industrial Park has been relocated north of the Small Swale. The 2007 Sector Plan proposed a 67 hectare (165 acres) Employment Area west of the Northeast Swale and adjacent to Perimeter Highway. The Employment Area shown on Figure 3 has a combined Business Park and Light Industrial Park area of 178 hectares (440 acres). At an employment intensity of 25 jobs per hectare, the projected employment for this area is approximately 4,451.

The repositioning of the Employment Area is a more suitable option for the lands in the northwest corner of the Sector, rather than the “experimental” residential neighbourhood that was proposed for this area in the 2007 Sector Plan. The potential of higher traffic volumes in this area, along with the wider road right-of-way west of the Central Avenue and North Commuter Parkway intersection, would not make this area ideal for a residential neighbourhood. In addition, the area has other challenging development constraints such as: sloping topography of the land, the stony character, the high water table, the former rubble dump, and the proximity to the buffers around the Wastewater Treatment Plant and the chemical plants.

## 9.1 Employment Area Vision

The vision for the Employment Area consists of:

- a) a Business Park comprising offices for business services, medical facilities, and research and development offset from the River with downstream views;
- b) a Light Industrial Park buffered between the Business Park and the Small Swale, away from the River;
- c) a Civic Services Facility within the Light Industrial Park; and
- d) District Park Space.

The preference should be toward retaining the entire Employment Area as non-residential in order to ensure the success of the area as a significant employment generator, unless it can be clearly demonstrated that the market for it is insufficient.

To build on this vision, a separate Concept Plan will be required prior to development of the Employment Area. Similar to the District Village Commercial, architectural controls are encouraged especially for areas along the periphery of the Employment Area and along the North Commuter Parkway.

## 9.2 Employment Area Development Standards

Architectural Controls, Building Restriction Caveats, or similar measures should be used in the Employment Area to ensure a high-quality urban environment, and to ensure that the area integrates well with the adjacent River and residential neighbourhoods. These measures should be determined by the City and the developer at the Concept Plan stage. Examples of development standards could include:

- a) Pedestrian walkability and streetscape landscaping should be a priority.
- b) In areas where blank walls along streets cannot be avoided, the developer should provide facade design or vegetation options, such as “green walls” or vines, to make the wall more aesthetically pleasing at ground level.
- c) Buildings should be street-oriented along the North Commuter Parkway. The surface parking should be located to the rear of the buildings or internal to the site due to controlled access along the North Commuter Parkway.
- d) If fencing is required to flank the North Commuter Parkway, all fencing should be opaque.
- e) Lighting from buildings and signage should be restricted during late evening hours and should not project onto the River, nor into adjacent residential neighbourhoods.

In the transition areas between the Employment Area and Neighbourhood UH3, areas of mixed use, including high- to medium-density housing, should provide the step-down transition into low-intensity uses, such as single-unit housing.

## 9.3 Business Park

The Business Park is intended to provide a space for small-scale businesses that are, or would be, located in suburban employment areas and that would not diminish the viewshed along the River. The location of the Business Park on the east side of the River supports easy commutes

for residents, while maintaining easy access via the North Commuter Parkway to the business and industrial areas on the west side of the River. It is not intended to compete with the high-intensity office employment in the Downtown. The Business Park is envisioned to have similar characteristics to Innovation Place, which is located next to the River.

Approximately 27.5 hectares (68 acres) of the Business Park is within the buffer zone around the chemical plants. The City's Fire and Protective Services Department currently has an emergency evacuation notification plan for those businesses located west of the River; this plan will have to be expanded to address the relevant portion of the Business Park on the east side of the River. The Fire and Protective Services Department must be involved in the design stage of the Concept Plan for the Business Park.

#### **9.4 Light Industrial Park**

As development builds out northwest of the Small Swale, light industrial uses and a Civic Services Facility should be integrated into the design of the Light Industrial Park. Light industrial uses include clean industrial facilities, such as warehouses, manufacturing, garages and workshops, and industrial sales. Section 15.5 of this report describes the proposed Civic Services Facility component of the Light Industrial Park in more detail; however, this would include a City-operated snow handling facility, material handling, and storage yards.

### **10 Natural Area Interface**

Protection of Riverbank lands and other significant natural areas (such as the Northeast Swale) is important to ensure that current residents and future generations can benefit from the presence of these significant natural features within the city. Where development is proposed adjacent to significant natural areas in the Sector, an appropriate interface between them is critical. Development adjacent to and within natural features should, where possible:

- a) provide an aesthetically pleasing user experience;
- b) permit appropriate public access;
- c) facilitate user accessibility and circulation;
- d) ensure compatible land use, building scale and design;
- e) respect the ecological value and integrity of the resource; and
- f) feature ecological protection that in some cases may include the use of a buffer area that provides a transition between the natural area and the built environment.

An example of interface management is the Northeast Swale Greenway (Greenway) explained below.

#### **10.1 Northeast Swale**

In 2002 the Northeast Swale was studied and development guidelines were prepared that identified the Northeast Swale boundary and roadway crossing locations. The City and Meewasin determined a need to update the 2002 Northeast Swale Development Guidelines for the Northeast Swale area to better prepare the City for adjacent neighbourhood developments and roadway design in and around this unique landscape. The Northeast Swale Development

Guidelines, 2012 report reviewed the 2002 boundary of the Northeast Swale and based on field studies in the area, proposed revisions to the boundary and crossing locations, along with revised guidelines related to buffering the transition area between urban development and the natural area. This review factored in recent information that had been obtained about the wetlands within the Northeast Swale and a better understanding of the importance of the associated upland ecosystems that make-up the Northeast Swale area. As shown on Figure 3, the Northeast Swale consists of 290 hectares (718 acres). The results of the “Northeast Swale Development Guidelines, 2012” report confirmed that this natural area should remain connected to the River and be left as a native prairie with wetlands, for the enjoyment of present and future generations.

The majority of the Northeast Swale lands within City limits are within Meewasin’s Conservation Zone. The proposed changes to the Conservation Zone will include the remaining Northeast Swale lands within City limits (see Section 4.5).

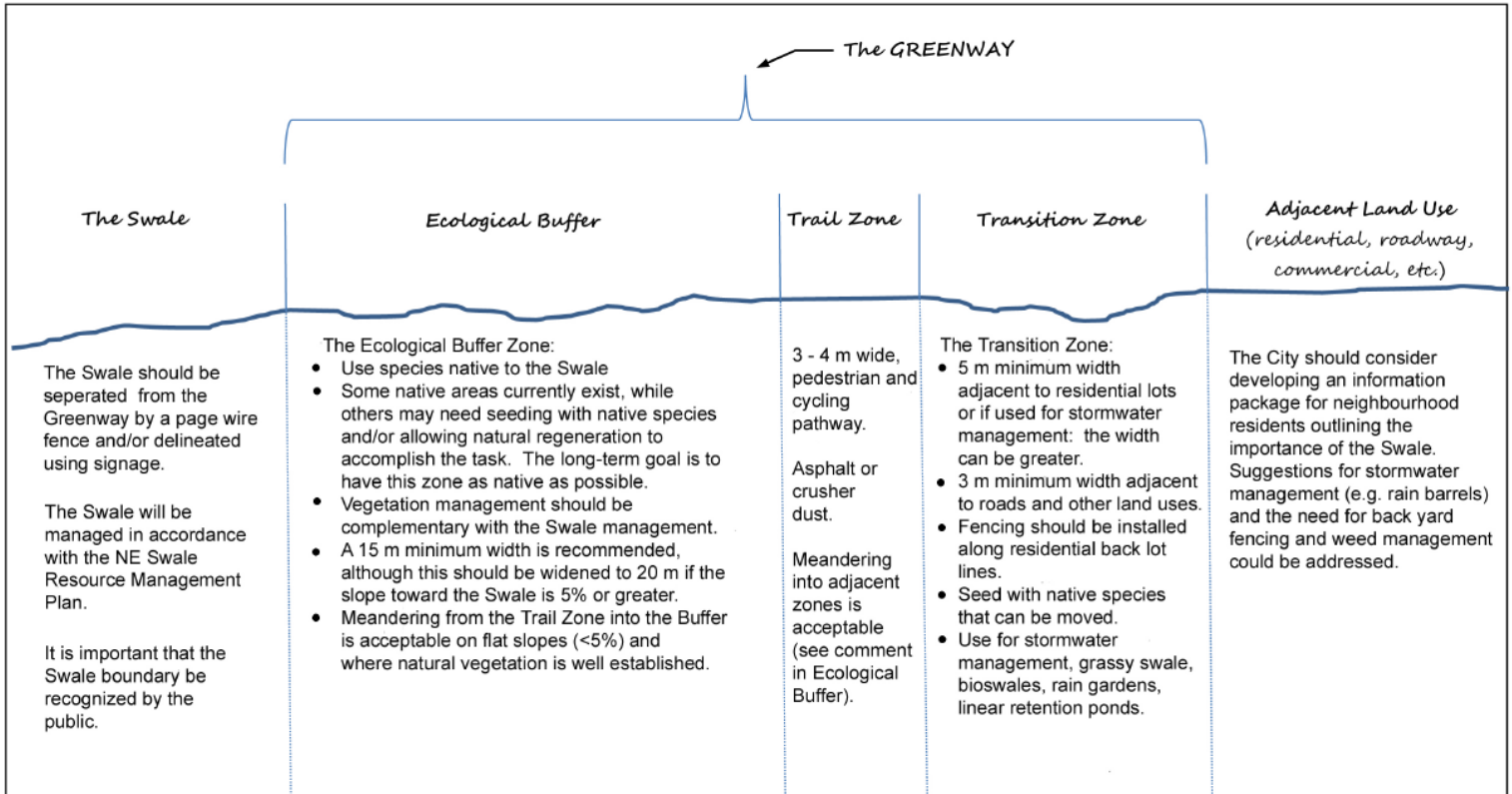
Meewasin has prepared a Resource Management Plan for the Northeast Swale and is interested in managing the Northeast Swale within the framework of an updated Northeast Policy. The Resource Management Plan identifies a vision for the Northeast Swale that determines areas for preservation, areas for education and research, interpretation signage, and passive recreation.

To protect the landscape within the Northeast Swale from urban development and encroachment of exotic plant species, the “Northeast Swale Development Guidelines, 2012” report recommends a riparian area buffer between the Northeast Swale boundary and adjacent developments. The riparian area buffer for the Northeast Swale is referred to as the Greenway. The Greenway is recommended to be made up of three zones: Ecological Buffer Zone, Trail Zone, and Transition Zone; these are described in more detail below, and are illustrated in Image 1.

- a) An Ecological Buffer Zone having a 15 metre width outward from the Northeast Swale should be developed to act as a filter to minimize impacts from adjacent land use and to protect the ecological functions within the Northeast Swale. The Ecological Buffer should be widened to 20 metres where slopes are at or greater than 5 percent towards the Northeast Swale. All vegetation within this buffer should be species native to the Northeast Swale. Efforts will be required to control exotic species and reintroduce native species. These efforts can include weed management, burning, seeding, and/or allowing natural regeneration to proceed.
- b) A Trail Zone located adjacent to the Ecological Buffer. This zone would contain a multi-use trail, which should be 3 metres wide (approximate) and developed as a pedestrian/cycling pathway suitable for commuting use. A trail meandering from the Trail Zone into the Ecological Buffer is acceptable on flat slopes (less than 5 percent) and where natural vegetation is well established.
- c) A Transition Zone located adjacent to the Trail Zone. This zone, which would be at least 3 metres wide, should be seeded to low growing native species and will act as the outer edge of the Greenway, adjacent to other land uses (residential, roads, commercial, etc.)

Acceptable uses within the Transition Zone could be a meandering trail that crosses over from the Trail Zone and/or low impact stormwater management tools, such as a grassy swale, rain gardens and bioswales.

Image 1: Northeast Swale Greenway



The Greenway locations are shown on Figure 4. Due to the width of the Transition Zone fluctuating based on design and adjacent land uses, the final width of the Northeast Swale Greenway will be determined at the NCP stage.

The Greenway between the Northeast Swale boundary and future residential development should be dedicated as Municipal Buffer, Municipal Utility Parcel and/or Environmental Reserve, depending on its characteristics and not Municipal Reserve. These dedicated lands will become the responsibility of the City after the developer completes the development. As per the “Northeast Swale Development Guidelines, 2012” report, portions of these lands should be planted as a naturalized landscape and should allow for multi-use trail networks and resting points along the length of the Greenway.

The Ecological Buffer Zone and Trail Zone of the Greenway should be re-established into a naturalized ecosystem as described in the “Northeast Swale Development Guidelines, 2012” report. The Transition Zone should act as the transition area from exotic to native plant species.



If it is part of the adjacent neighbourhood stormwater management system, it should be designed and landscaped accordingly.

For simplicity of Table 2 on page 38, it has been assumed that the Greenway would be dedicated as Municipal Buffer and is incorporated in the total area of the adjacent neighbourhoods.

The proposed revisions to the Northeast Swale roadway crossings shown in the “Northeast Swale Development Guidelines, 2012” report are explained in Section 13.7 of this report.

## 11 Schools and Community Services

As part of the NCP process, the developer must meet with Saskatoon Public Schools and Greater Saskatoon Catholic Schools to determine the need for elementary schools. The size and configuration of the school parcel(s) and the appropriate location(s) based on the size and layout of the neighbourhood are determined at the NCP stage. Saskatoon Public Schools and the City are committed to joint-use elementary schools and community centres that can benefit the educational and community needs of the residents.

Current population projections suggest that the two existing high schools within the University Heights SDA (that is, Centennial Collegiate and St. Joseph High School) may be able to accommodate the additional high school students from the remaining two future neighbourhoods. However, these projections must be reviewed again at the time the NCP for the Mixed-use Core is being prepared. If analysis shows that new high schools are warranted, these facilities should be located within or adjacent to the Mixed-use Core shown on Figure 3.

Currently, the Forest Park Integrated Facility and the Alice Turner Library, located in the University Heights Suburban Centre, service the University Heights SDA. It is anticipated that they would continue to serve the residents of the remainder of the Sector.

Other additional community services and facilities such as fire halls, recycle depots, and transit terminals, must be located next to arterial roads and the mixed-use residential and commercial areas, where possible. The locations of these services and facilities will be finalized during the process of preparing the NCP.

## 12 Urban Holding

The Official Community Plan allows lands to be classified as Urban Holding where the future land use or the timing of development is uncertain due to servicing issues, or a NCP has not been completed.

As shown on Figure 3, four areas have been identified as Urban Holding areas:

- 1) The lands north of the Perimeter Highway, which will be addressed as part of the plans for a future North East SDA. At that time, land use, servicing and transportation access will be determined so that development of these lands can occur.

- 2) The Agriculture and Agri-Food Canada research lands, which could be considered for infill growth if research activities cease and a servicing strategy is designed.
- 3) A 12 hectare (29 acre) parcel of land north of Peturrson’s Ravine and along the River has the potential for development, but is segregated from Neighbourhood UH3 by Central Avenue. When a NCP is being prepared for Neighbourhood UH3, this parcel of land should be studied to determine servicing and transportation options.
- 4) The Sutherland Beach area, which as noted is being used currently as an Off-Leash Recreation Area. If the University were to develop the lands east of this area, as part of their Vision 2057 plan, this area should be reviewed to determine if any backshore areas are suitable for development.

## 13 Transportation

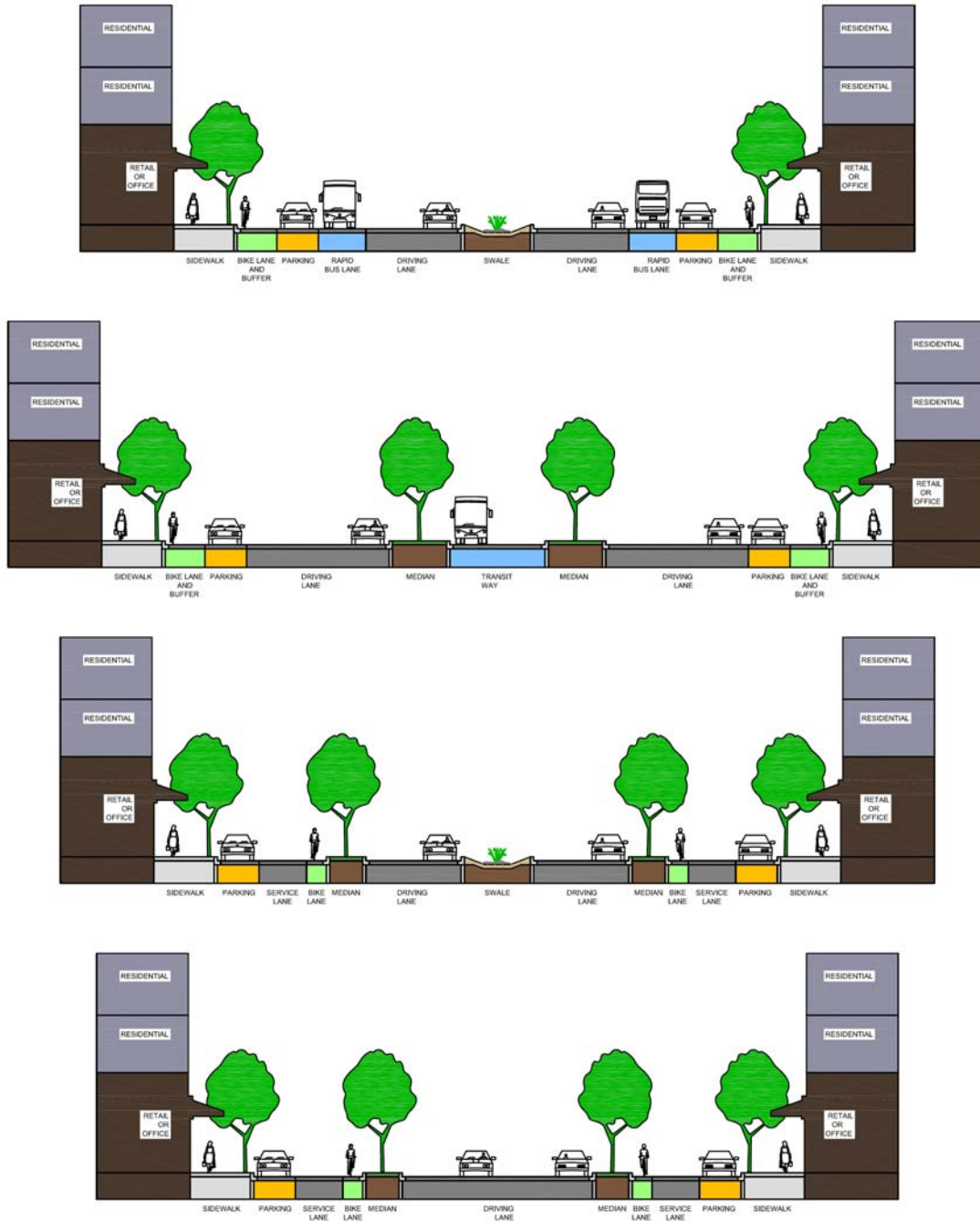
### 13.1 Complete Streets

“Complete streets” refers to streets that cater to the needs of all users, including pedestrians, bicyclists, transit riders and motorists, regardless of age or ability. These are streets that are safe, comfortable and convenient. Complete streets should be viewed as an outcome, not a standard or set of standards. Implementing a complete streets approach in the Sector means that streets within the Sector will be focused on making it safe, practical, and appealing for everyone regardless of the mode of transportation, to travel along and across all types of roadways.

There is no single solution to create complete streets; however, there are a number of considerations that are relevant to the creation of complete streets in the Sector. It is important that land uses adjacent to arterial and collector roadways are street-oriented, creating an inviting environment for pedestrians and other users. The land uses should be of sufficient variety and density to help ensure the viability of transit service along these roadways, and to provide interest and variety for all users. Sidewalks should have accessibility ramps and clearly marked crosswalks. Where appropriate, dedicated cycling facilities should be provided to facilitate safe cycling and to improve the relationship between cyclists and motorists.

Image 2 provides examples of possible suitable arterial road cross sections (illustrative only) that achieve complete streets objectives. The final arterial road cross section(s) will be determined at the NCP stage.

Image 2: Examples of multi-modal arterial road rights-of-way with mixed land uses and medium density



## 13.2 Pedestrian Walkability

How people move around by foot will be a high priority in the design of all developments in the Sector.

As part of each NCP, a Pedestrian Plan should be provided with the required Traffic Impact Study (TIS) to illustrate where sidewalks will be located and proposed movements of people within and between development areas. The Pedestrian Plan must identify direct routes people will use to move around the Sector, getting to and from work, retail locations, recreation areas, and schools by foot. The goal of the design should be a walking timeframe of five to ten minutes (or 450 metres to 900 metres) to significant neighbourhood amenities.

Sidewalks along Mixed-use Core areas should replicate the Downtown or Broadway Avenue sidewalk widths to provide a pleasant walking experience, while still allowing for street amenities such as transit stops, benches, bike racks, and patios.

### 13.2.1 Barrier-free

The Sector is intended to be barrier-free, and the neighbourhood designs and infrastructure will provide accessibility to all persons of all physical abilities. Examples of barrier-free infrastructure and amenities include asphalt trails, sidewalk ramps, and accessible playgrounds.

## 13.3 Bicycling

All roadways in the Sector will be useable by bicycle. A bikeway will be provided off-street on all arterial streets in the Sector.

As shown on Figure 4, the Meewasin multi-use trail network and the arterial multi-use trail/bikeway network will be extended into the Sector to provide an alternative mode of travel to River destinations or the employment area west of the River. These trail extensions will extend the east trail network and cross the River at the North Commuter Parkway bridge. The trail crossing at the North Commuter Parkway bridge will connect the east and west Meewasin trails, and connect the Marquis Drive and North Commuter Parkway arterial multi-use trail/bikeway. It will also connect to the Meewasin/Trans Canada Trail along Wanuskewin Road, and provide an opportunity to connect the WHP into the trail network in the future.

## 13.4 Transit

The design of the Sector, including the location and design of arterial roadways and the location, type and density of development, is intended to support frequent, high-quality transit service, which in turn encourages the use of transit ridership and supports the development of a new Rapid Transit (RT) system.

As part of the NCP process, existing transit services and routes may need to be re-routed or new routes may need to be created to service the Sector. As shown on Figure 4, these routes should use the arterial and collector road networks to access transit stop locations in neighbourhoods. Transit stops should meet the walking distances set out in the Official Community Plan.

As the Sector develops, provision must be made in neighbourhood design and infrastructure design to allow for “transit-ready development.” Transit-ready development is compact development that is street-oriented and provides transit opportunities that could later be developed as rapid transit corridors.

Currently, RT is being investigated in detail as part of the IGP. RT will focus on the ability to move more people rather than move more cars. The City is committed to planning and developing fixed rapid transit routes across the city, connecting neighbourhoods and intensified corridors to employment and education destinations in the Downtown, University campus, and other main destinations. While these routes have not yet been defined and are currently being studied, desirable RT corridors within the University Heights SDA would be along the arterial roadways that go through the neighbourhoods, allowing street-oriented development.

### **13.5 Automobile Transportation**

The primary access points to the Sector are provided by Attridge Drive, Central Avenue and McOrmond Drive.

Further detailed traffic analysis will be required to identify and address all city-wide traffic impacts generated by the remaining growth of the Sector. Concurrently to this study, transportation projects at McOrmond Drive and College Drive, and Central Avenue and Attridge Drive are being studied based on increased growth in the area.

When a NCP is being prepared, a TIS is also required. TIS’s address traffic at a neighbourhood level or development level of detail, including the multi-modal (that is, pedestrian, bicycle, and vehicular) impacts new development will have on the existing infrastructure. This improves safety within neighbourhoods.

### **13.6 Roads**

As shown on Figure 5, five main roads lead into, or will lead into, the Sector: McOrmond Drive, Central Avenue, Fedoruk Drive, Marquis Drive, and Blackley Road (Range Road 3044). These roads will be classified as arterial roadways. The Sector Plan calls for:

- a) extending McOrmond Drive north to connect with Marquis Drive via the North Commuter Parkway;
- b) extending Central Avenue north to Perimeter Highway;
- c) constructing Blackley Road (Range Road 3044) from College Drive to Perimeter Highway, if warranted; and
- d) constructing Fedoruk Drive from Central Avenue to McOrmond Drive.

### **13.7 Northeast Swale Road Crossings**

Prior to design and construction tendering of roadway work within the Northeast Swale, a detailed review of the “Northeast Swale Development Guidelines, 2012” report and the Meewasin Resource Management Plans for the Northeast Swale and Peturrson’s Ravine is required.

Three roadway crossings were identified in the 2002 Northeast Swale Development Guidelines; however, in light of the recent information that was obtained about the wetlands within the Northeast Swale and a better understanding of the importance of the associated upland ecosystems, the 2002 roadway crossing corridors were narrowed and repositioned to minimize adverse environmental effects in the area. As per the “Northeast Swale Development Guidelines, 2012” report, the three revised crossing locations are explained below and illustrated on Figure 5.

- a) Crossing No. 1 – North Commuter Parkway to Marquis Drive should be constructed as a Class C, four-lane, undivided arterial road with a maximum right-of-way width of 32 metres. Posted maximum speed should be 50 kilometres per hour (kph) to reduce wildlife interactions.
- b) Crossing No. 2 – Central Avenue extension should be constructed as a Class B arterial road with a maximum right-of-way width of 32 metres. The design of this roadway will have to take into consideration the slope stability next to Peturrson’s Ravine and ongoing environmental monitoring occurring around the University Containment Facility. Posted maximum speed should be 50 kph to reduce wildlife interactions. Interpretive signage recognizing the Batoche Trail should be provided symbolizing that the Crossing No. 2 and the Central Avenue extension roadway alignment replicates the general location of the historical path Chief Whitecap took en route to the settlements at Batoche and Duck Lake.
- c) Crossing No. 3 – The former Lowe Road (Range Road 3050) road allowance should be re-constructed to either a Class A, two-lane, undivided collector road with parking on both sides, or a Class B, two-lane, undivided collector road having parking on one side and a maximum right-of-way of 27 metres. Posted maximum speed should be 50 kph to reduce wildlife interactions.

The above roadway crossing corridors of the Northeast Swale must also be shared with utilities to reduce the duration of construction disturbance. No construction clearing activities should be scheduled between May 1 and July 31 to avoid disturbance of nesting birds.

#### **13.7.1 Range Road 3045 Decommissioning**

Upon the construction of Aspen Ridge, Range Road 3045 will be closed to through traffic, and the City and Meewasin will need to determine the timing for removing the portion of this road allowance that crosses the Northeast Swale. Detailed decommissioning guidelines are addressed in the “Northeast Swale Development Guidelines, 2012” report. Removal of the entirety of the road allowance may not be required as a portion could provide access to interpretive sites into the adjacent wetland. City Administration will consult with Meewasin prior to removing Range Road 3045 through the Northeast Swale.

### **13.8 Transportation Improvement Recommendations**

In order to achieve the recommended transportation network shown on Figure 5, and to address cumulative traffic impacts, a number of road improvements will require further analysis as the Sector develops. These road improvements are described below, and are grouped according to short-, medium- and long-term recommendations. These recommendations will be re-evaluated

regularly (for example, during the NCP process when TIS's are reviewed); additional recommendations may be determined upon further study and growth of the Sector.

#### **13.8.1 Short-Term Recommendations**

Short-term recommendations include changes to the existing transportation network and construction of new infrastructure to better accommodate traffic of all modes in the Sector.

The following are necessary improvements needed as growth occurs in Phase 1:

- a) construct Fedoruk Drive from Central Avenue to McOrmond Drive;
- b) construct the North Commuter Parkway bridge;
- c) construct the North Commuter Parkway (McOrmond Drive extension);
- d) construct the Central Avenue extension;
- e) upgrade the intersection at Central Avenue and Attridge Drive; and
- f) construct a multi-use trail along the south side of the Northeast Swale.

#### **13.8.2 Medium-Term Recommendations**

Medium-term recommendations include changes to the transportation network that will be needed in order to develop Phase 2 of the Sector. The timing for the construction of these improvements is tied to the growth of the Sector.

- a) remove Range Road 3045 within the Northeast Swale, if warranted;
- b) re-construct the former Lowe Road (Range Road 3050) road allowance to an urban collector road standard;
- c) construct a multi-use trail along the north side of the Northeast Swale; and
- d) construct a multi-use trail along the east side of the River.

#### **13.8.3 Long-Term Recommendations**

The following will require monitoring and evaluation for possible improvements during the growth of the Sector:

- a) the need for a McKercher Drive to Berini Drive grade-separated overpass;
- b) the need for a Central Avenue and CPR crossing and a Preston Avenue and CPR crossing (overpass or underpass) to allow for future RT on Central Avenue and Preston Avenue, outcome will be further reviewed as part of the IGP;
- c) review the performance of the intersection at College Drive and Central Avenue;
- d) the need for a grade-separated overpass at Preston Avenue and Circle Drive, depending on the development proposal of the University endowment lands; and
- e) review the performance of the intersection at Preston Avenue and College Drive.

### **13.9 Interchanges and Intersections**

There are two interchanges proposed in the University Heights SDA; one is needed to connect the University Heights SDA with the Holmwood SDA at the crossing of McOrmond Drive and College Drive, and the other would only be required if the University were to further develop the endowment lands at Preston Avenue and Circle Drive.

As shown on Figure 5, there are six major intersections that should be reviewed for upgrades or construction. Depending on the outcome of the IGP regarding the RT system, three possible grade separations should be reviewed to allow for unrestricted transit movements. The timing for construction of the interchange, major intersections, and possible grade separations will be determined based on the new transit strategy, Sector growth and demand.

In addition to the interchange within the University Heights SDA, two interchanges will be required as part of the development of Perimeter Highway. Interchanges will be required where Perimeter Highway intersects the Central Avenue extension and also Blackley Road (Range Road 3044). The need and timing for these interchanges is not connected to the development of the Sector; rather, it is dependent on the timeline for the development of Perimeter Highway.

### **13.10 North Commuter Parkway**

As development proceeds in the University Heights SDA, automobile traffic crossing the Circle Drive Bridge during morning and evening commute times will continue to increase. As a result, an additional river crossing is warranted connecting the employment area west of the River with the University Heights SDA. As shown on Figure 5, the location for the North Commuter Parkway bridge is illustrated directly east of Marquis Drive. This linkage will provide a secondary river crossing further connecting the employment area west of the River with residential growth east of the River. It is anticipated that a North Commuter Parkway could alleviate 14,600 to 21,700 ADT (average daily traffic volumes) on the Circle Drive Bridge.

As mentioned above in Section 13.3 of this report, multi-use trails/bikeways will be provided along both sides of the arterial roads (Central Avenue extension and North Commuter Parkway) providing alternative transportation modes to travel from the north east to the north west.

### **13.11 Highways**

Highway 5 provides the south boundary for the University Heights SDA. The portion of Highway 5 west of Perimeter Highway was brought into City limits in 2010. This will become College Drive, and Highway 5 will continue east of Perimeter Highway.

### **13.12 Provincial Perimeter Highway**

Perimeter Highway, which is provincial infrastructure, will be a high-speed corridor to move provincial highway traffic around Saskatoon. The current Perimeter Highway alignment, including a river crossing north of the North Commuter Parkway bridge is shown on Figure 5.

### **13.13 Truck Route**

Currently, there are two primary truck routes that are located in the University Heights SDA: Circle Drive and College Drive East. Upon completion of the North Commuter Parkway, the arterial roadway should be designed to accommodate infrequent large trucks for delivery services, but will not be a designated truck route to enter the employment area west of the River because it bisects residential neighbourhoods.



On the other hand, the portion of Central Avenue from the Light Industrial Park to Attridge Drive should be designed to accommodate infrequent large trucks and studied to determine if this roadway would be suitable as a Secondary Truck Route. Secondary Truck Routes only allow trucks that are less than 46,500 kilograms to use this route and would allow for the City's Civic Service Facility to remain near Central Avenue.

### 13.14 Rail Line

The CPR line travels through the University Heights SDA as shown on Figure 5. This rail line is a part of the CPR main line that runs from Winnipeg to Edmonton. CPR has advised that there are approximately eight trains per day using this line to access the CPR Sutherland rail yard and switching station. In the future, capacity on this line could increase to 12 trains per day. At this time, CPR has made no indication that it intends to relocate its Sutherland rail yard operation. As the University Heights SDA builds out and if CPR were to relocate its operations, a study should be conducted to determine the potential future use of the rail line and rail yards.

#### 13.14.1 Rail Line Setbacks

For all new residential developments abutting the CPR right-of-way, the RAC/FCM Proximity Guidelines and Best Practices and CPR Proximity Guidelines (see Attachment 6) should be complied with unless a Noise and Vibration report determines a greater setback distance. The Proximity Guidelines and Best Practices report recommends a 2.5 metre berm with a 3 metre sound attenuation fence along the top of the berm. The City may also allow an engineered earth berm at a predetermined height.

### 13.15 Multi-use Trails

The existing multi-use trail network should be extended though the Sector as each development builds out, linking neighbourhood amenities, schools, parks, employment areas, and natural areas to the River, creating a non-motorized network for residents to use for recreation or travel. The locations and design of the multi-use trail network within the Sector will be determined during the NCP process. For multi-use trails along natural areas, Meewasin must be consulted as part of the trail design process so that interpretation and educational elements are incorporated.

Currently, there are no multi-use trail network connections beyond the existing neighbourhoods in the University Heights SDA; however, as shown on Figure 4, there are opportunities to connect the multi-use trail network to future neighbourhoods, areas of native prairie, and the Trans Canada Trail. The proposed multi-use trails shown on Figure 4 that cross the University's lands will require approval from the University.

The proposed multi-use trail along McOrmond Drive would require a shared-use pathway when constructing the interchange at McOrmond Drive and College Drive. This shared-use pathway would provide non-motorized travel from the University Heights SDA to the amenities in the Holmwood SDA.

To connect the University Heights SDA with adjacent neighbourhoods, such as College Park East and the Holmwood SDA, a multi-use trail under the College Drive overpass at the CPR

tracks would be required. Currently, the nearest non-motorized north/south crossing of College Drive is the pedestrian overpass at Central Avenue.

## 14 Reserve Dedications

### 14.1 Environmental Reserve

As noted in Section 5.3 of this report, the Official Community Plan protects important ecosystems and natural areas within City limits. In addition, *The Planning and Development Act, 2007* provides the City with the ability to acquire natural areas as Environmental Reserve, subject to a proposed subdivision. Upon the City acquiring natural areas, the City will retain the title to these parcels of land allowing them to be managed by City Administration for the enjoyment of present and future generations. When land is dedicated as Environmental Reserve, it becomes the responsibility of the City and it is subtracted from the gross developable area of the subdivision, without compensation.

As development proceeds in the Sector, developers are required to protect natural features and enhance these features by incorporating them into the layout of the neighbourhood open space.

When calculating the Municipal Reserve dedication for this Sector Plan in Table 2 page 38, the natural areas that have been identified by Meewasin, the University and the Natural Area Screening research as having historical or ecological significance were exempt from Table 2 to provide a practical representation of the amount of Municipal Reserve, which is typically used for park space, that could be allocated in the Sector. Further environmental studies may be required prior to NCP or subdivision approval for lands bordering the natural areas, to determine an ecological boundary and riparian area buffer.

### 14.2 Municipal Reserve Analysis

When land is subdivided, *The Planning and Development Act, 2007* requires part of it to be set aside for public recreation or similar purposes, or for money to be paid in lieu of land. The Municipal Reserve dedication requirement is 10 percent of gross developable land area for residential land and 5 percent of gross developable land area for non-residential land. The City may accept money in lieu of land in areas where the dedication of land is not desirable.

The Park Development Guidelines Policy No. A10-017 (Park Development Guidelines) requires the Municipal Reserve dedication to be allocated as follows into three types of parks: neighbourhood park (61 percent), district park (36 percent), and multi-district park (3 percent).

Neighbourhood parks must be allocated within individual neighbourhoods. Neighbourhood parks can be in the form of core parks, pocket parks, linear parks and village squares. The locations of these parks should be consistent with the Park Development Guidelines and be depicted in the NCP.

District parks are intended to serve active and passive recreational needs of residents of four to five neighbourhoods. These parks accommodate inter-neighbourhood sports leagues for youth and adults.

Multi-district parks are intended to serve active and passive recreational needs during all seasons of the year that may not otherwise be served by neighbourhood and district parks, (e.g. cultural facilities, multi-purpose leisure centre). These activities could be associated with a suburban recreation complex.

Unlike the 2007 Sector Plan where park space allocations were conceptually shown on the land use figure, this Sector Plan allocates park space on Table 2 and should be divided as per the development sequence shown on Figure 7. The breakdown on Table 2 allows the land developer and City Administration the ability to discuss the appropriate park size, shape and location for the multi-district and district parks as part of each NCP submission. With the minimal amount of multi-district park remaining to be allocated, combining multi-district park into district park for a total of 48 hectares (119 acres) of future park dedication is being proposed.

**14.2.1 Employment Area Municipal Reserve**

The Municipal Reserve dedication from the Employment Area should have a dual function to accommodate both passive and active recreation activities, consistent with the Park Development Guidelines. The Municipal Reserve dedication should be classified as Industrial Park and serve the intended use as a city-wide resource. Parks in industrial areas allow elements that are not suitable next to residential neighbourhoods (for example, sports fields with floodlighting), while also addressing the needs of employees working in the area (for example, picnic benches).

**14.2.2 Existing Municipal Reserve (NW12-37-5-W3M)**

As part of the Silverspring neighbourhood subdivision, a 0.56 hectare (1.39 acre) parcel of land on the corner of Central Avenue and Agra Road (Township Road 372) was dedicated as Municipal Reserve (see Image 3 below). The 0.56 hectare parcel was not included in the 61 percent neighbourhood park Municipal Reserve dedicated within the Silverspring neighbourhood. This dedication was part of the remaining Municipal Reserve dedication for the Silverspring neighbourhood. This Municipal Reserve parcel is currently within the Northeast Swale boundary; therefore, it is not suitable for active recreation and lands for that purpose can be dedicated elsewhere in the Sector, as shown on Table 2.

Image 3: Existing Municipal Reserve



Table 2 provides a breakdown on the total amount of Municipal Reserve allocated and required in the University Heights SDA. All calculations are estimates and will be reviewed and refined when Concept Plans are being prepared for the proposed developments.

**Table 2. Municipal Reserve Analysis**

	Acres	Hectares	Municipal Reserve (MR) Dedication	MR (acres)	Neighbourhood 61%	District 36%	Multi-District 3%	Industrial MR
<b>Existing Development</b>								
Sutherland	480	194	10%	48.00	29.28	17.28	1.44	
Forest Grove	390	158	10%	39.00	23.79	14.04	1.17	
Erindale	385	156	10%	38.50	23.49	13.86	1.16	
Arbor Creek	350	142	10%	35.00	21.35	12.60	1.05	
Silverspring	400	162	10%	40.00	24.40	14.40	1.20	
Willowgrove	505	204	10%	50.50	30.81	18.18	1.52	
Evergreen	655	265	10%	65.27	39.81	23.50	1.96	
UH Suburban Centre	226	91	5%	11.30				TBD
Sutherland Industrial	300	121	5%					TBD
Muskeg Lake Cree Nation Urban Reserve	35	14	Federal Exemption					
<b>Existing District and Multi-District Parks</b>								
Forest Park						-35.75		
Hilliard Gardner						-1.03		
Father Basil Markle						-3.89		
Evergreen District Park						-12.00		
Forest Park Integrated Facility								-25.80
<b>Existing Suburban Development Area</b>	<b>3726</b>	<b>1508</b>		<b>327.57</b>	<b>192.92</b>	<b>61.19</b>	<b>-16.31</b>	
<b>Proposed Developments in University Heights Sector Plan</b>								
Aspen Ridge	565	229	10%	56.50	34.47	20.34	1.70	
Neighbourhood 3 (UH3)	780	316	10%	78.00	47.58	28.08	2.34	
Mixed-use Core	85	34	10%	8.50		8.50		
Business Park	190	77	5%	9.50			9.50	
Light Industrial Park	250	101	5%	12.50				12.50
District Village Commercial (NE of Evergreen)	35	14	5%	1.75			1.75	
District Village Commercial (next to Mixed-use Core)	45	18	5%	2.25			2.25	
<b>University Heights Sector Plan Development Area</b>	<b>1950</b>	<b>789</b>		<b>169.00</b>	<b>82.05</b>	<b>56.92</b>	<b>17.54</b>	<b>12.50</b>
University of Saskatchewan	2130	862	TBD					
Agriculture Canada Lands	458	185	TBD					
Sutherland Beach Backshore Lands	40	16	TBD					
<b>Natural Areas</b>								
Northeast Swale	718	290	Municipal Exemption					
Peturrson's Ravine	42	17	Municipal Exemption					
Small Swale	150	61	Municipal Exemption					
Saskatoon Forestry Farm Park and Zoo	142	57	Municipal Exemption					
Remnant Parcel South of Peturrson's Ravine	6	2	Municipal Exemption					
University Containment Facility Buffer	24	10	Municipal Exemption					
150m Riverbank Area <sup>1</sup>	343	139	Municipal Exemption					
Wastewater Treatment Plant Buffer	30	12	Municipal Exemption					
Urban Holding Lands north of Perimeter Highway	695	281	TBD					
Perimeter Highway and Interchanges	225	91	TBD					
<b>Total University Heights Suburban Development Area</b>	<b>10679</b>	<b>4321</b>		<b>496.57</b>	<b>274.97</b>	<b>118.11</b>	<b>1.22</b>	<b>12.50</b>
<b>Combined Multi-District with District MR</b>						<b>119.33</b>		

Note:

TBD - Municipal Reserve dedication to be determined between the City and developer.

1 - The 150m Riverbank Area includes the Peggy McKercher Conservation Area and Riddell Paleontological Site.

## 15 Servicing

### 15.1 Water Mains

The Sector is serviced by a primary water main extended from Central Avenue. A second water main will be extended from the proposed Water Reservoir south of the Evergreen neighbourhood. As shown on Figure 6, the water main alignment will loop around Fedoruk Drive connecting the two water main systems.

### 15.2 Water Reservoir

A future 3 hectare (7.5 acre) water reservoir site has been designated south of the Evergreen neighbourhood (see Figure 6). This water reservoir will be required to supply the increased demand for potable water from all the future neighbourhoods in the Sector and future neighbourhoods of the North East Sector. The reservoir will be supplied by a 1,050 mm fill main from Central Avenue. The timing for the reservoir will depend on growth of the Sector but must be built in conjunction with Aspen Ridge.

### 15.3 Sanitary Sewer

The strategy in the 2007 Sector Plan to service the three neighbourhoods after the Evergreen neighbourhood was via a new sanitary trunk river crossing adjacent to the Waste Water Treatment Plant. This servicing strategy is still relevant; however, a new trunk river crossing can be deferred until Neighbourhood UH3 and the Employment Area are developed.

To service the Aspen Ridge neighbourhood, there is remaining capacity in the Central Avenue sanitary trunk river crossing until it is required by the development in the Holmwood SDA. Aspen Ridge will require a lift station and force main along Fedoruk Drive to the Central Avenue trunk connection.

As mentioned above, Neighbourhood UH3 and the Employment Area will be serviced by a new trunk river crossing. The exact location and timing to construct this trunk crossing will be determined as growth demands; however, a conceptual river crossing location is shown on Figure 6.

If sanitary capacity remains in the Central Avenue sanitary trunk crossing after Aspen Ridge is fully built out, a lift station and force main could be built north of the Northeast Swale, providing sanitary capacity to start the next neighbourhood (Neighbourhood UH3) by pumping back into the Central Avenue sanitary trunk. When the new trunk river crossing is complete, this temporary lift station in Neighbourhood UH3 would be reconfigured and Neighbourhood UH3, the Employment Area, and Aspen Ridge would be re-routed to connect to this new sanitary trunk river crossing system.

### 15.4 Storm Sewer

All neighbourhoods in the Sector will have a conventional underground storm sewer design, as well as stormwater ponds, including the use of the wetlands in the Northeast Swale and Small Swale where appropriate. The “Northeast Swale Development Guidelines, 2012” report recommends that all stormwater ponds be located outside of the Northeast Swale except for the

two locations shown on Figure 6. Stormwater ponds will be used to trap nutrients and sediments prior to entering the swales, while keeping the value of the swales and protecting the organisms that live in this area by maintaining a fluctuating water level replicating a normal wetland cycle post-development. Regular monitoring of the water quality of the stormwater ponds and wetlands should be conducted.

Stormwater best management practices should be followed when developing stormwater models for Concept Plan designs. Developers are encouraged to review and implement the use of low impact development strategies in the design of their neighbourhoods and within the Transition Zone of the Greenway, if the groundwater table in the area allows for this type of absorption. Examples of this include:

- a) rainwater harvesting in parks;
- b) paving stone walkways;
- c) engineered stormwater swales in medians;
- d) bioswales;
- e) vegetated filter strips;
- f) stormwater corner curb bumping (see Image 5); and
- g) stormwater irrigation for parks.

These techniques use “natural” drainage systems, allowing stormwater to replenish the soil and underground aquifer instead of being removed from the system through pipes.

**Image 4: Natural Stormwater Pond Example**



**Image 5: Stormwater Curb Bumping Example**



#### **15.4.1 Natural and Engineered Water Bodies**

Best practices in stormwater management are incorporating the use of natural wetlands, constructed wetlands, and stormwater ponds to manage storm water runoff. This practice has begun to be implemented in Saskatoon and will become more prevalent throughout the development of the Sector. As part of the NCP process, the developer will be required to have a qualified environmental specialist work with a stormwater engineer to develop a stormwater model identifying how constructed wetlands and natural areas can coincide.

Aspen Ridge should use the existing water course channel that runs through the proposed neighbourhood to filter stormwater runoff prior to it entering the proposed stormwater pond next to Range Road 3045. Saskatchewan Water Security Agency (formerly the Saskatchewan Watershed Authority) is collaboratively working with City Administration as part of the stormwater pond design for Aspen Ridge due to the natural drainage of the Northeast Swale at

this location, draining northward placing runoff water into the greater Swale outside City limits. In addition, stormwater will need to enter the Northeast Swale from Neighbourhood UH3. This stormwater runoff should be directed into the existing stormwater pond built in NE 12-37-5-W3M and another stormwater pond should be constructed outside the Greenway, adjacent to the North Commuter Parkway (see Figure 6).

### **15.5 Permanent Civic Service Facility**

Development of the Sector will require the relocation of the City's snow handling site, street sweeping site and rock pile on Central Avenue. A permanent Civic Services Facility, which includes a snow handling facility, material handling and storage yards, would allow the City to provide a permanent location in the north east to store snow from priority roads in the winter and stockpile roadway materials in the summer without having to commute to civic facilities west of the River. On Figure 6, the permanent Civic Services Facility is shown conceptually in the Light Industrial Park on the former rubble dump site. This site was chosen because of its previous use, and because it is buffered from residential development by the Small Swale.

A location for a snow handling facility, material handling and storage yards requires:

- a) 35.5 hectares (88 acres);
- b) Suitable road access;
- c) Access to the existing stormwater management system;
- d) Adequate separation from significant wetlands; and
- e) Adequate separation from residential development.

The permanent snow handling facility will require a stormwater discharge to the stormwater trunk system.

The City, Meewasin and regulatory agencies will work together to ensure any environmental impacts from the Civic Services Facility are managed on the surrounding natural areas and River.

### **15.6 Recycling and Composting Facilities**

A full service recycling depot is located in the University Heights Suburban Centre along Attridge Drive. The City has distributed individual roll-out recycling bins to single-unit dwellings, and is in the process of determining a program for multi-unit dwellings.

The nearest composting facility, on McOrmond Drive in the Holmwood SDA, will be decommissioned in the future as that area develops. The City is currently working to identify a new permanent composting facility to service the east side of the River.

### **15.7 Shallow-Buried Utilities**

As part of the NCP process, the developer must arrange for the respective service providers to provide shallow buried services, such as electricity, natural gas, street lighting, telephone, and cable television to the development area.

## 15.8 Proposed Antenna Towers

The City is not the approving authority for antenna systems within Saskatoon. Industry Canada, through the Federal Minister of Industry, is the approving authority for such communications infrastructure across Canada, as set out in *The Radiocommunication Act*.

As per the City's Antenna Systems Policy No. C09-037, antenna providers must follow the procedures outlined in the policy.

As urban development continues in the Sector, the demand for cellular antennas and coverage will increase and additional cell tower locations will be required. As shown on Figure 6, an additional four proposed cell towers could be located in the University Heights SDA and additional towers could be added based on demand. As part of the NCP process, developers must consult with cellular antenna providers and identify proposed locations where antennas could be located.

## 16 Phasing

### 16.1 Development Sequence

Taking into account all the changes in the Sector, the development sequence has changed since 2007. The 2007 Sector Plan proposed a new sanitary trunk crossing the River adjacent to the Waste Water Treatment Plant. Since the neighbourhood north of the Northeast Swale was the closest to this new sanitary trunk river crossing, it would be the next neighbourhood developed after the Evergreen neighbourhood. As the servicing extended north and east, the other two proposed residential neighbourhoods would be developed to complete the Sector.

The revised development sequence for the Sector is shown on the Phasing Plan (Figure 7) and is proposed to be consistent with the revised servicing scheme described in Section 1615 of this report:

- a) Phase 1 will comprise Aspen Ridge and District Village;
- b) Phase 2 will comprise Neighbourhood UH3, Mixed-use Core, District Village; and
- c) Phase 2A will comprise the Business Park and the Light Industrial Park.

The Business Park and the Light Industrial Park are intended to be phased concurrently with the construction of the Neighbourhood UH3 and the new sanitary trunk river crossing.

## 17 Funding

The role of this Sector Plan is to provide a framework within which development of the Sector can take place, and plan for development to reflect the Official Community Plan and principles in the IGP. Sector Plans enable the City to begin more detailed infrastructure analysis, and to address this infrastructure in operating budgets, capital budgets, and capital plans. It is important to acknowledge that the costs for development of new growth sectors are funded in a fiscally sustainable manner, ensuring that growth is paid for by those who benefit most from it.



It is possible to provide very general estimates of upfront costs. The Sector requires significant upfront investment in infrastructure to continue development. While much of this infrastructure has a funding source (prepaid service rates for direct and off-site services), some costs are funded from other sources. When infrastructure is partially funded or unfunded, the City works to identify and secure funding sources. Funding sources typically include changes to prepaid service rates, special assessments, developer contributions, public-private partnerships, and senior government funding. In principle, infrastructure that has a direct benefit to a sector rather than a more general city-wide benefit, is to be paid for by the growth of the Sector.

### **17.1 Funded Infrastructure**

Key funded infrastructure that is necessary to begin the development in the Sector includes:

- a) primary water mains;
- b) sanitary and storm trunk sewers, and a storm sewer pond; and
- c) arterial roadways (to a four lane standard with an option for six lanes in certain locations).

### **17.2 Un-funded Infrastructure**

In addition to the funded infrastructure projects, a portion of the infrastructure projects are unfunded (that is, no funding source). The unfunded infrastructure projects in the Sector include:

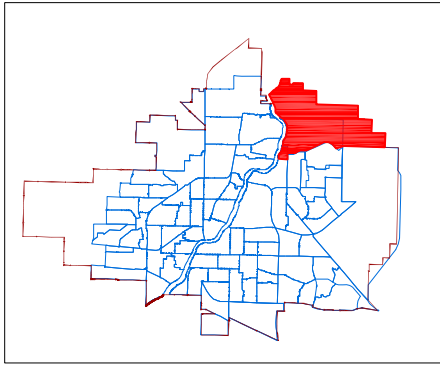
- a) North Commuter Parkway (partial);
- b) North Commuter Parkway bridge;
- c) Central Avenue and Attridge Drive intersection upgrade;
- d) Development of the Northeast Swale multi-use trails and Riverbank trails; and
- e) Fire Halls.

The recommended additional short-, medium- and long-term transportation improvements listed in Section 13.8 and the new sanitary trunk river crossing listed in Section 15.3 of this report are, or will be, part of the City's capital budget or five year capital plan submissions. Also the City is continuing to refine all cost estimates for this work and determine innovative funding solutions.

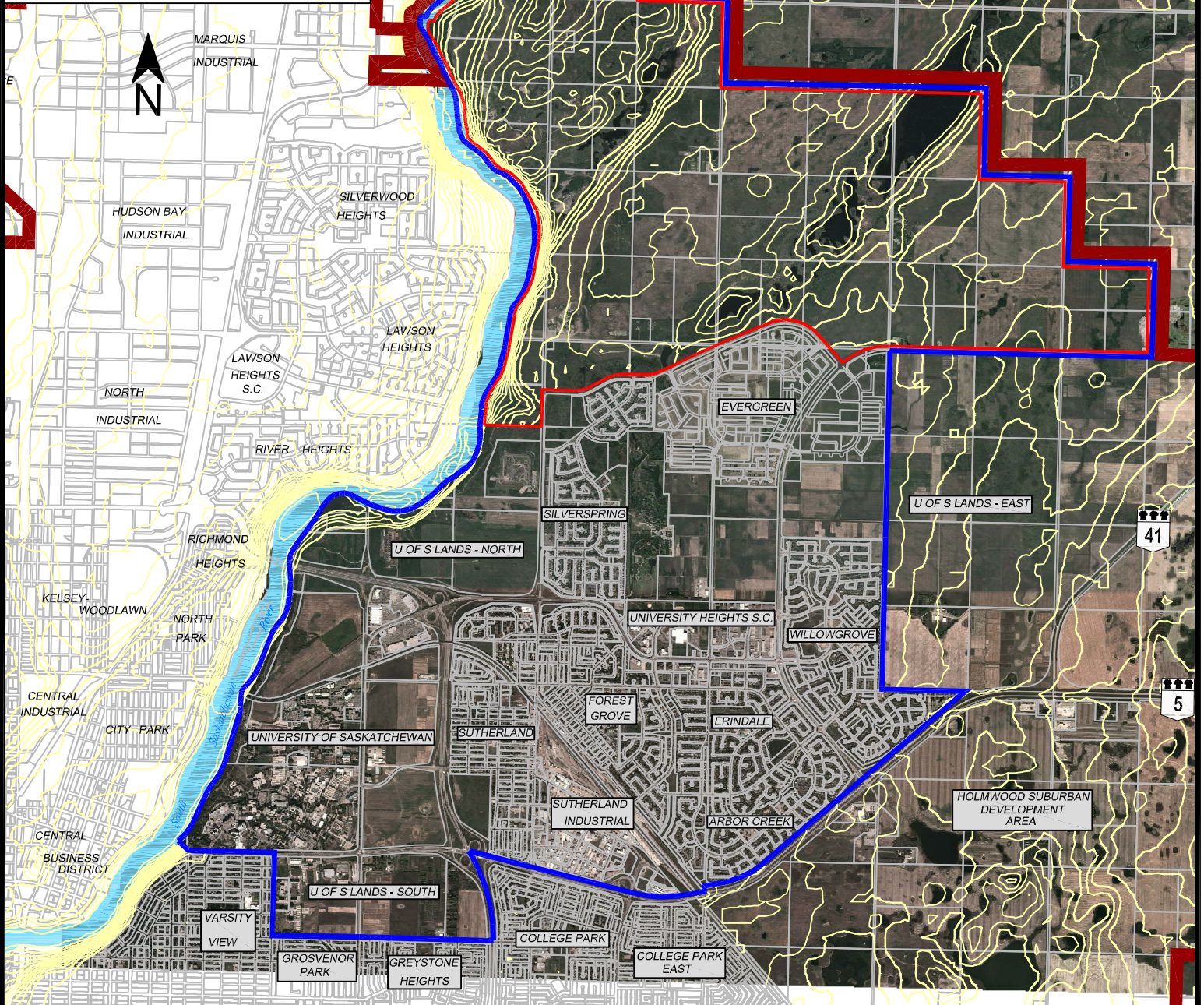
Sector Plans do not typically address the cost of maintaining municipal infrastructure and facilities, like paths and parks, as this is addressed in annual operating budgets. It should be noted though, that this Sector does have a significant number of natural areas. These areas will have to be appropriately managed, and this is outside the scope of typical municipal infrastructure and facility management. The City will be developing cost estimates for this work, and determining partnership opportunities and funding options.

# Figure 1 - Study Area

## University Heights Sector Plan



Locator Map



### Legend

- City Limits
- Suburban Development Area (SDA)
- Sector Boundary

Scale: N.T.S.

Contours

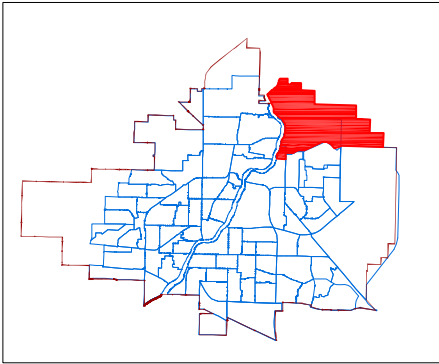


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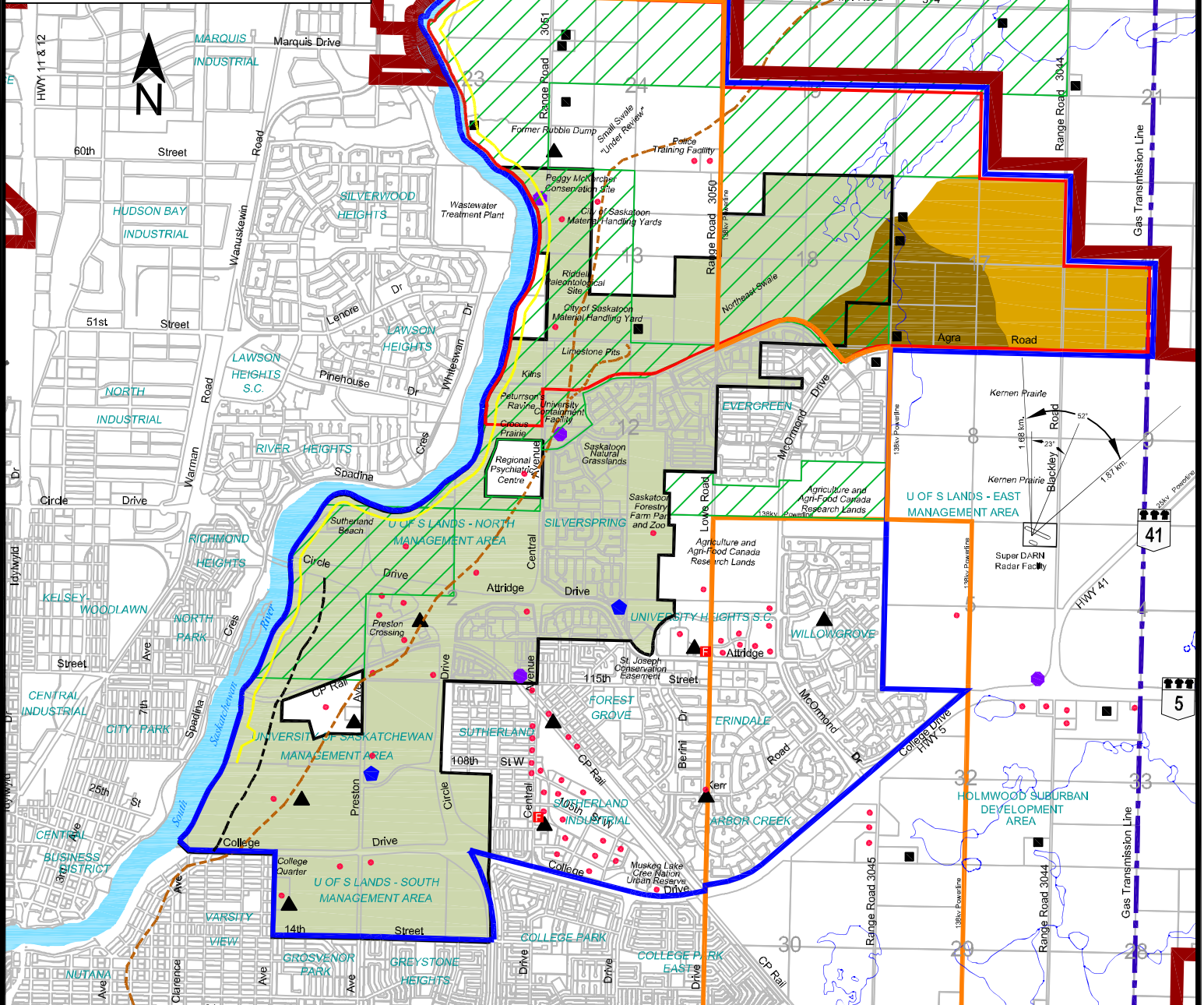
June, 2013

# Figure 2 - Existing Features

## University Heights Sector Plan



Locator Map



### Legend

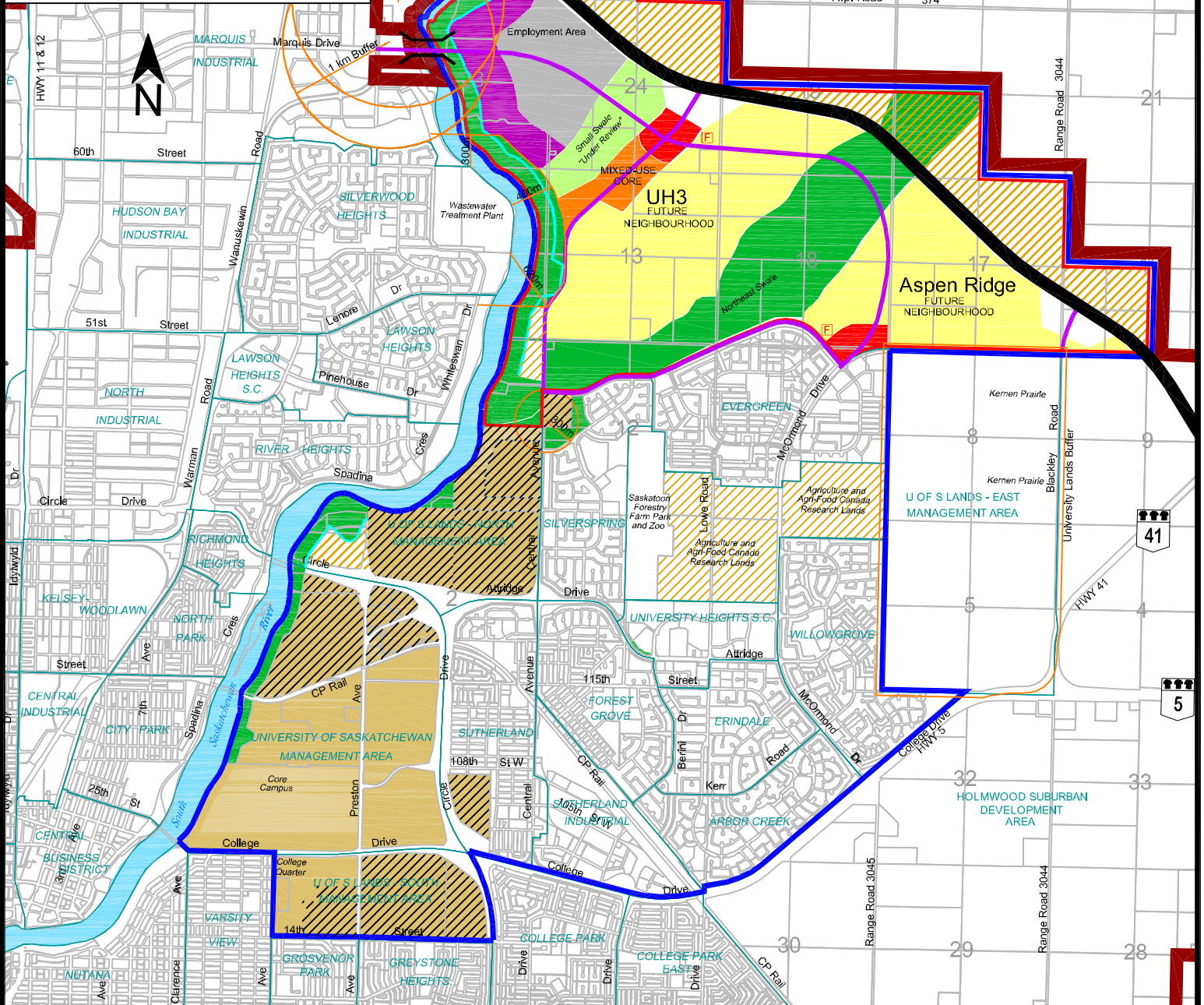
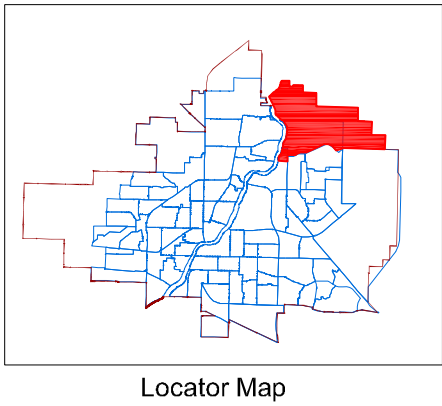
- City Limits
- Suburban Development Area
- Sector Plan Boundary
- Soil Class 2
- Soil Class 3
- Natural Drainage Course
- MVA Conservation Zone
- MVA Bylaw 003 Amendment
- Riverbank Zone 92m
- Residence
- Commercial/Industrial/Business
- Previous Homestead
- Overhead Powerlines
- Power Substation
- Fire Hall
- Gas Transmission Line
- Cellular Tower
- Heritage Sensitive
- Moose Woods/Batoche Trail

Scale: N.T.S.



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# Figure 3 - Land Use Plan University Heights Sector Plan



## Legend

Scale: N.T.S.

- City Limits
- Suburban Development Area
- Sector Plan Boundary
- Neighbourhood Boundaries
- Buffers

- Riverbank Zone 150m
- Arterial Roadways
- Provincial Perimeter Hwy
- Natural Area
- Land Requires Further Review
- University Endowment
- Proposed Fire Hall

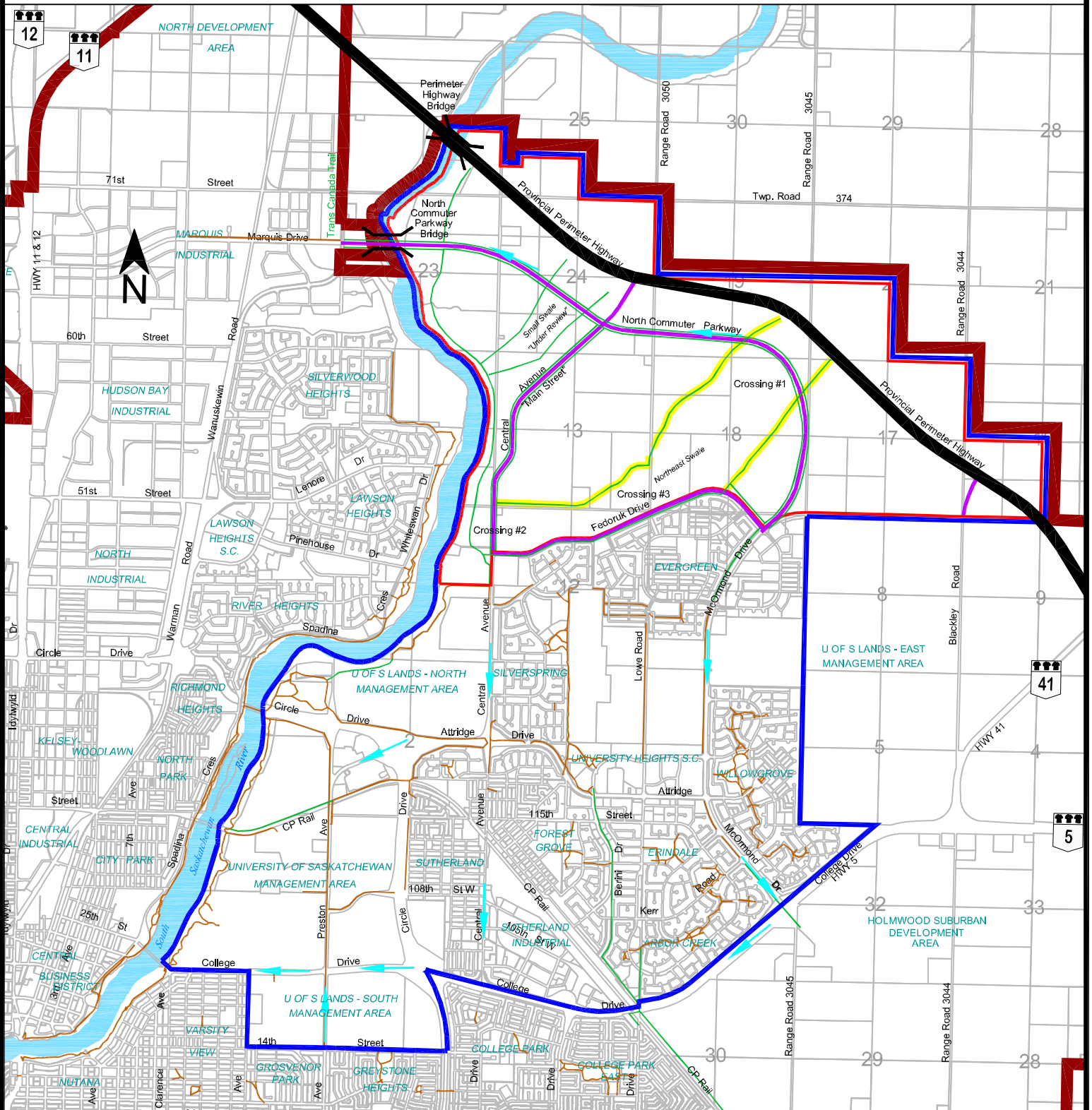
- Residential
- Mixed-Use Core
- District Commercial
- Business Park
- Light Industrial Park
- Urban Holding



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# Figure 4 - Walking, Cycling and Transit Plan

## University Heights Sector Plan



### Legend

- City Limits
- Suburban Development Area
- Sector Plan Boundary
- Provincial Perimeter Highway
- Arterial Roadways
- Proposed Multi-Use Trail
- Greenway
- Existing Multi-Use Trail
- Transit Route Linkages

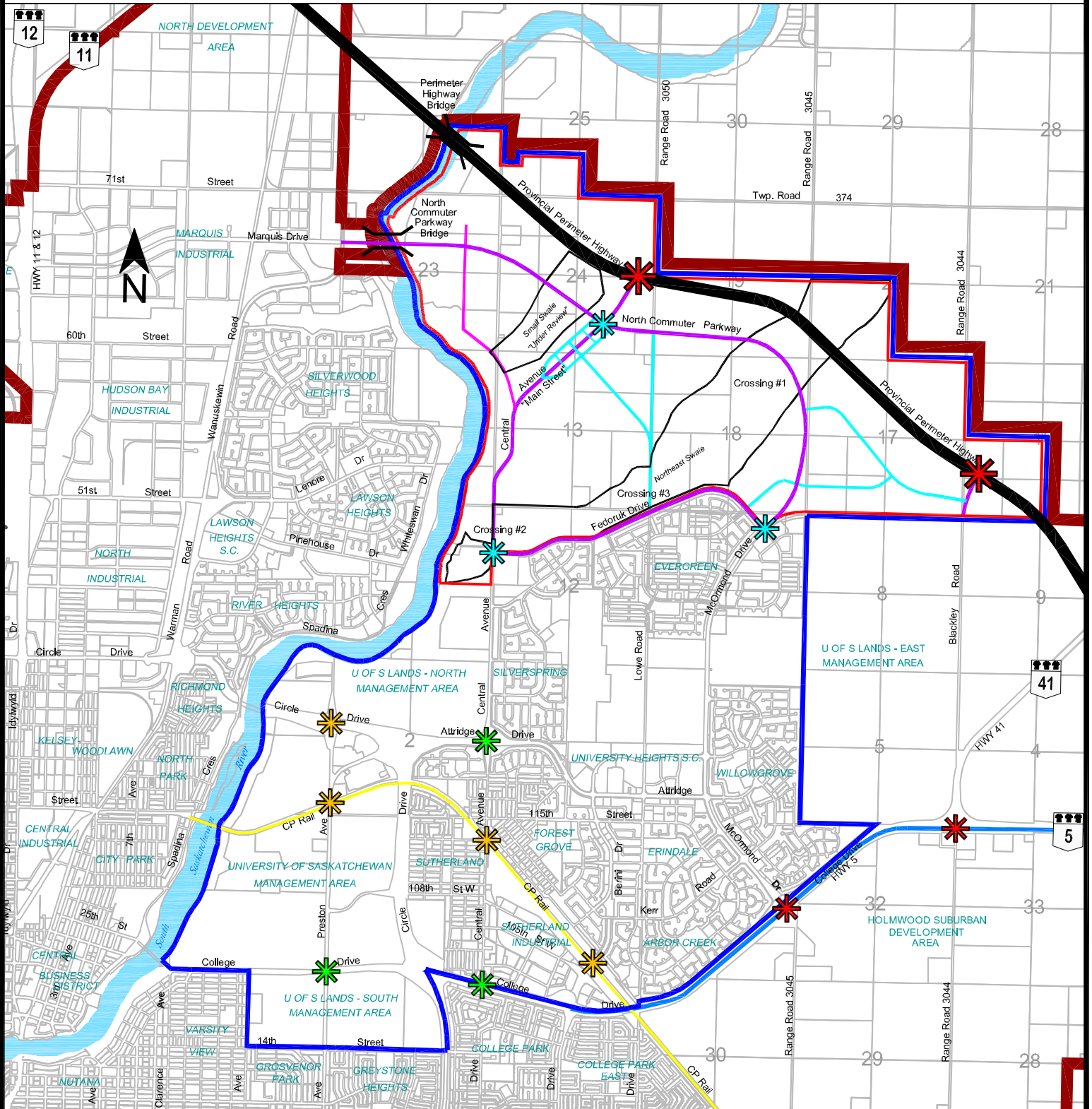
Scale: N.T.S.



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# Figure 5 - Roadways Plan

## University Heights Sector Plan



### Legend

Scale: N.T.S.

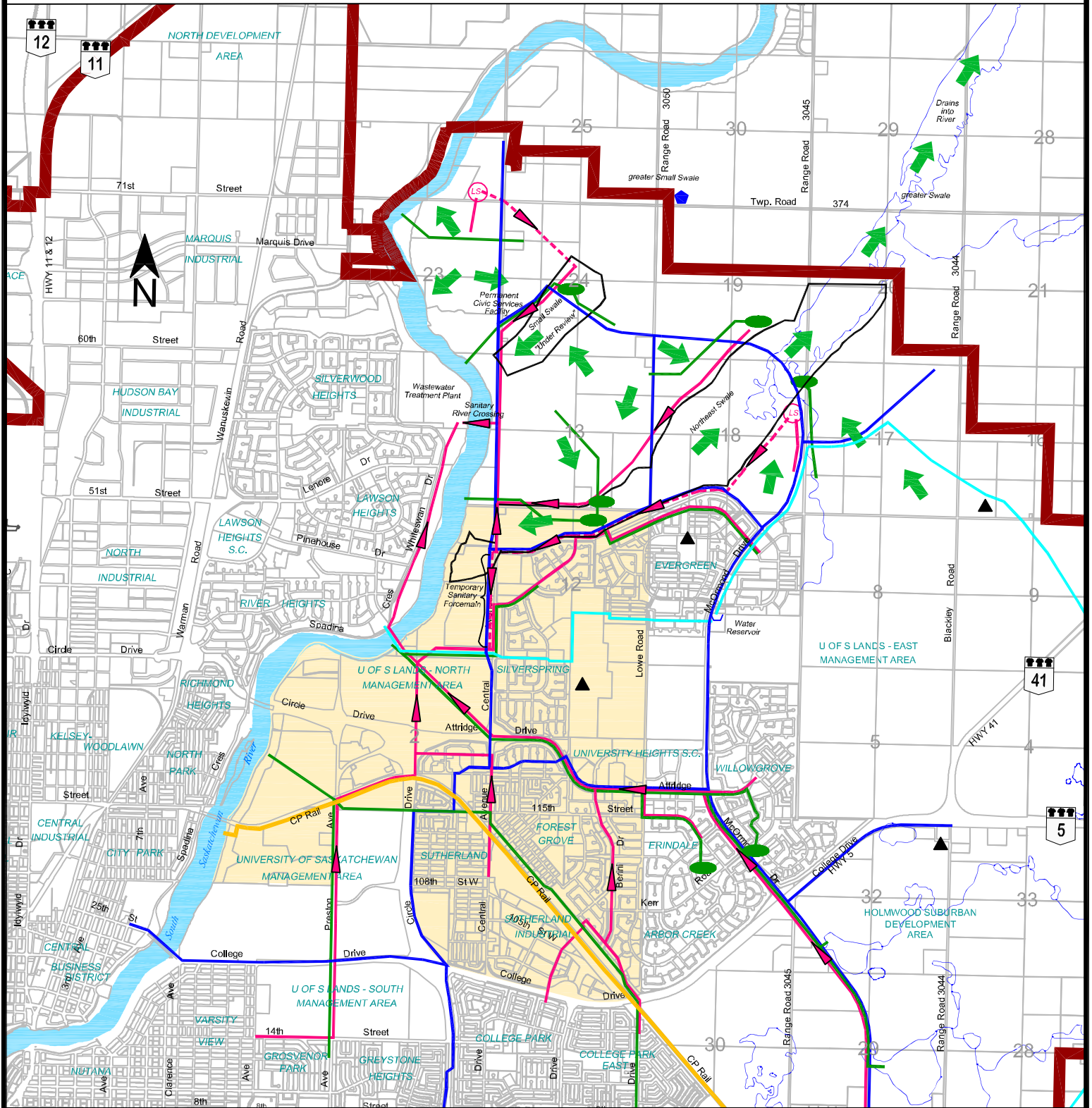
- |  |                           |  |                          |  |                           |
|--|---------------------------|--|--------------------------|--|---------------------------|
|  | City Limits               |  | Arterial Roadways        |  | Future Interchange        |
|  | Suburban Development Area |  | Collector Roadways       |  | Enhanced Intersection     |
|  | Sector Plan Boundary      |  | Industrial Roadway       |  | Future Intersection       |
|  | Swale Boundaries          |  | Expressway               |  | Possible Grade Separation |
|  | CP Rail                   |  | Provincial Perimeter Hwy |  |                           |



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# Figure 6 - Servicing Plan

## University Heights Sector Plan



### Legend

Scale: N.T.S.

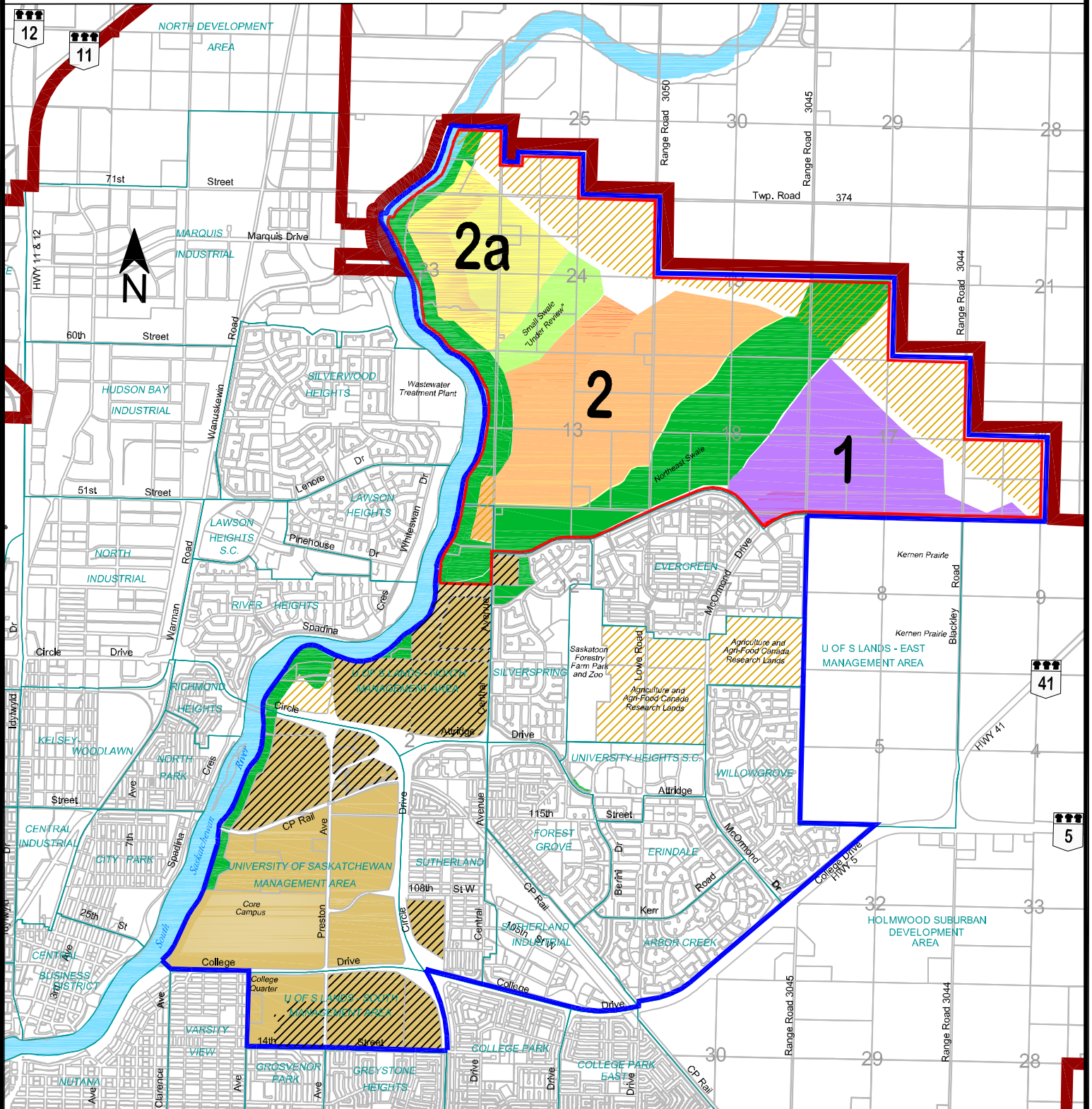
- |  |                                |   |                        |   |                 |  |                        |
|--|--------------------------------|---|------------------------|---|-----------------|--|------------------------|
|  | City Limits                    |  | Sanitary Gravity Trunk |  | Water Fill Main |  | Storm Stormwater Trunk |
|  | Swale Boundaries               |  | Lift Station           |  | Watermain       |  | Stormwater Pond        |
|  | Natural Drainage Course        |  | Forcemain              |  | Reservoir       |  | Direction of Flow      |
|  | Saskatoon Light and Power Zone |   |                        |  | Raw Water       |  |                        |
|  | Proposed Cell Tower            |   |                        |   |                 |  |                        |
|  | Proposed Power Substation      |   |                        |   |                 |  |                        |



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# Figure 7 - Phasing Plan

## University Heights Sector Plan



### Legend

Scale: N.T.S.

- |  |                           |   |               |   |                              |
|--|---------------------------|---|---------------|---|------------------------------|
|  | City Limits               |  | Phase 1       |  | University Endowment         |
|  | Suburban Development Area |  | Phase 2       |  | Natural Area                 |
|  | Sector Plan Boundary      |  | Phase 2a      |  | Land Requires Further Review |
|  | Neighbourhood Boundaries  |  | Urban Holding |   |                              |



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June, 2013



**Northeast Swale Development Guidelines, 2012 Summary**

As part of the City of Saskatoon Official Community Plan Bylaw No. 8769, Natural Area Screenings are required prior to development proceeding to identify environmentally significant and historical areas of interest. The Northeast Swale (the Swale) was deemed to be such an area in 2002.

The Swale is located in the northeastern area of the city of Saskatoon and has a unique environment, having unique ecological, hydrological, and hydrogeological characteristics. It contains remnants of native prairie, has numerous ecologically important wetlands, and also provides constraints to development as it sits over the Forestry Farm Aquifer. The study area for the Northeast Swale is defined as the Swale boundary within City limits.

Development guidelines for the protection of the Swale were prepared in 2002 (Stantec 2002) and were incorporated into the University Heights Sector Plan, 2007. However, since that time more studies have been completed on the ecological character of the region, including a more detailed assessment of the wetland characteristics of much of the Swale and a better understanding of the important upland environments including the vegetation and bird populations. As the city expands in the University Heights sector, the City of Saskatoon (City) and the Meewasin Valley Authority (MVA) determined a need to update the development guidelines to reflect this new knowledge and to better prepare the City for development of neighbourhoods adjacent to the unique environment. Additionally, as the City amends the University Heights Sector Plan, and plans for a new North Commuter Parkway bridge crossing of the South Saskatchewan River, public interest in the Swale has highlighted the need to update the guidelines. This interest is further stimulated by the Saskatchewan Ministry of Highways and Infrastructure's plans to construct a Perimeter Highway that will cross the Swale within the City limits.

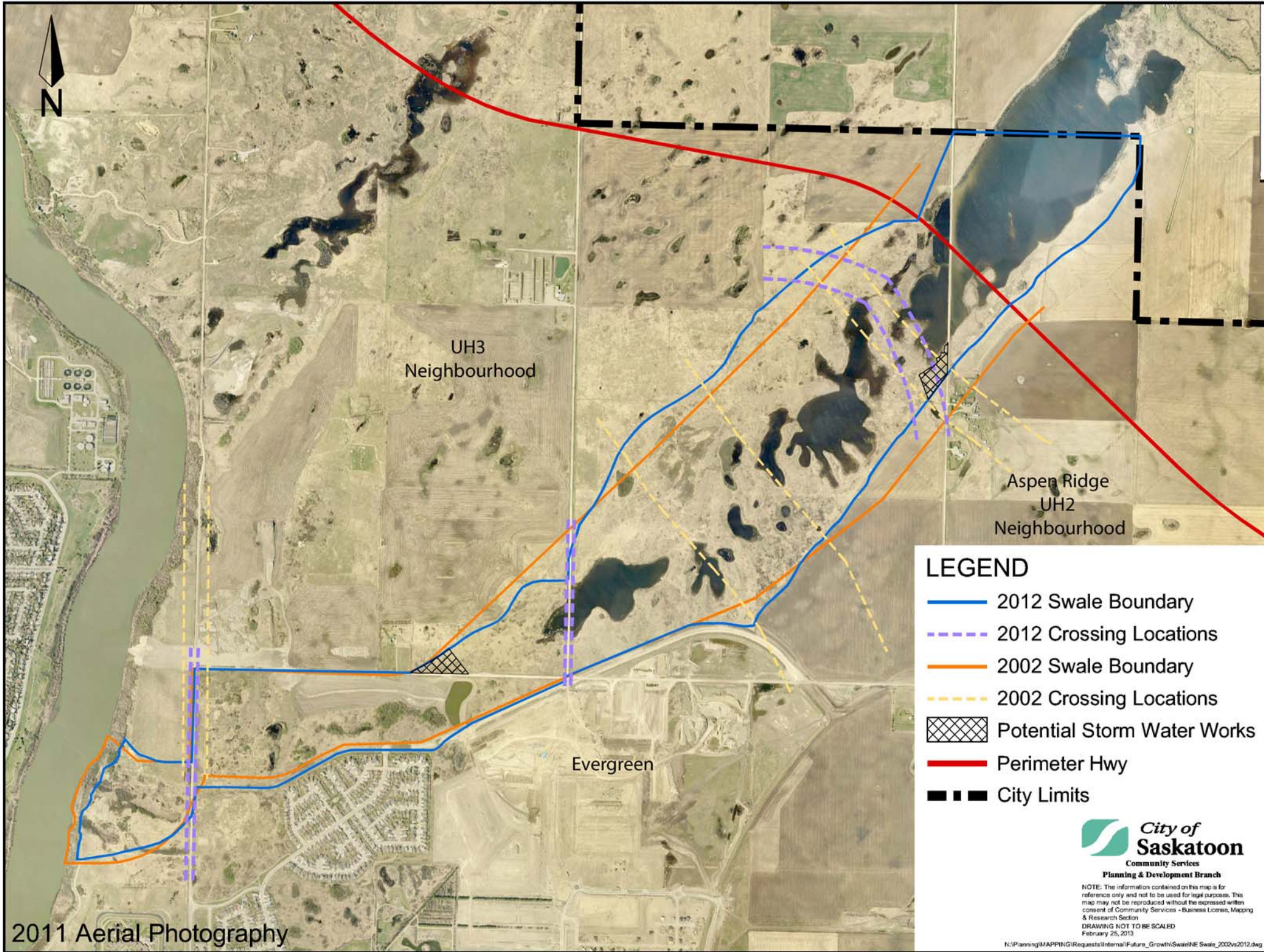
The overall goal of the "Northeast Swale Development Guidelines, 2012" was to provide direction for the minimization of disturbance to the Swale, while also meeting transportation, utility, stormwater management and other community needs. The "Northeast Swale Development Guidelines, 2012" document presents revised guidelines for the Swale and replaces the 2002 guidelines. The Northeast Swale Development Guidelines, 2012 report can be found on the attachment CD of the University Heights Sector Plan Amendment, 2013. The following is a summary of the main amendments from the 2002 guidelines:

- a) The boundaries of the Swale were adjusted to include the upland environments in addition to the wetlands;
- b) The three roadway and utility crossings proposed in 2002 were repositioned and narrowed to minimize disturbance to the Swale;
- c) Two locations for stormwater ponds were identified within the Swale;
- d) A Greenway buffer was proposed to abut the Swale to provide a separation between urban growth and natural areas, provide public trails, and provide a transition zone that restricts the encroachment of exotic plants;

## **ATTACHMENT 2**

- e) Updated guidelines were provided for adjacent development and roadway construction; and
- f) A framework was provided for the MVA to complete a Northeast Swale Resource Management Plan.

The attached images, illustrate the amendments above.



UH3  
Neighbourhood

Aspen Ridge  
UH2  
Neighbourhood

Evergreen

### LEGEND

-  2012 Swale Boundary
-  2012 Crossing Locations
-  2002 Swale Boundary
-  2002 Crossing Locations
-  Potential Storm Water Works
-  Perimeter Hwy
-  City Limits

 **City of Saskatoon**  
Community Services  
Planning & Development Branch

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February 25, 2013

2011 Aerial Photography

The Northeast Swale is a significant natural environment with unique environmental characteristics. It contains remnants of native prairie, significant wetlands, and valuable heritage resources. It provides habitat for a diversity of species of flora and fauna, including a number of rare species.

The 2012 Development Guidelines update previous guidelines from 2002 and provide the following:

- Revised Roadway/Utility Corridors
- Areas for storm water infrastructure
- Redefined Boundaries
- Guidelines for a “Greenway” - acts as a buffer between urban development and natural areas
- Guidelines for adjacent development
- Framework for Meewasin Valley Authority NE Swale Resource Management Plan

### SWALE CROSSING LOCATIONS



Crossing #1 Detail (Looking North)

North Crossing Location- Looking North of the Evergreen neighbourhood along Range Road 3045, the Commuter Road will cross the Northeast swale within the area outlined in black. The area outlined in yellow provides for a potential storm water facility.



Crossing #2 Detail (Looking South)

Existing Central Avenue Right of Way - Looking South, Central Avenue (Range Road 3051) which is located west of the Silverspring and Evergreen neighbourhoods, will continue north as an arterial roadway and cross the swale in the area outlined in black.

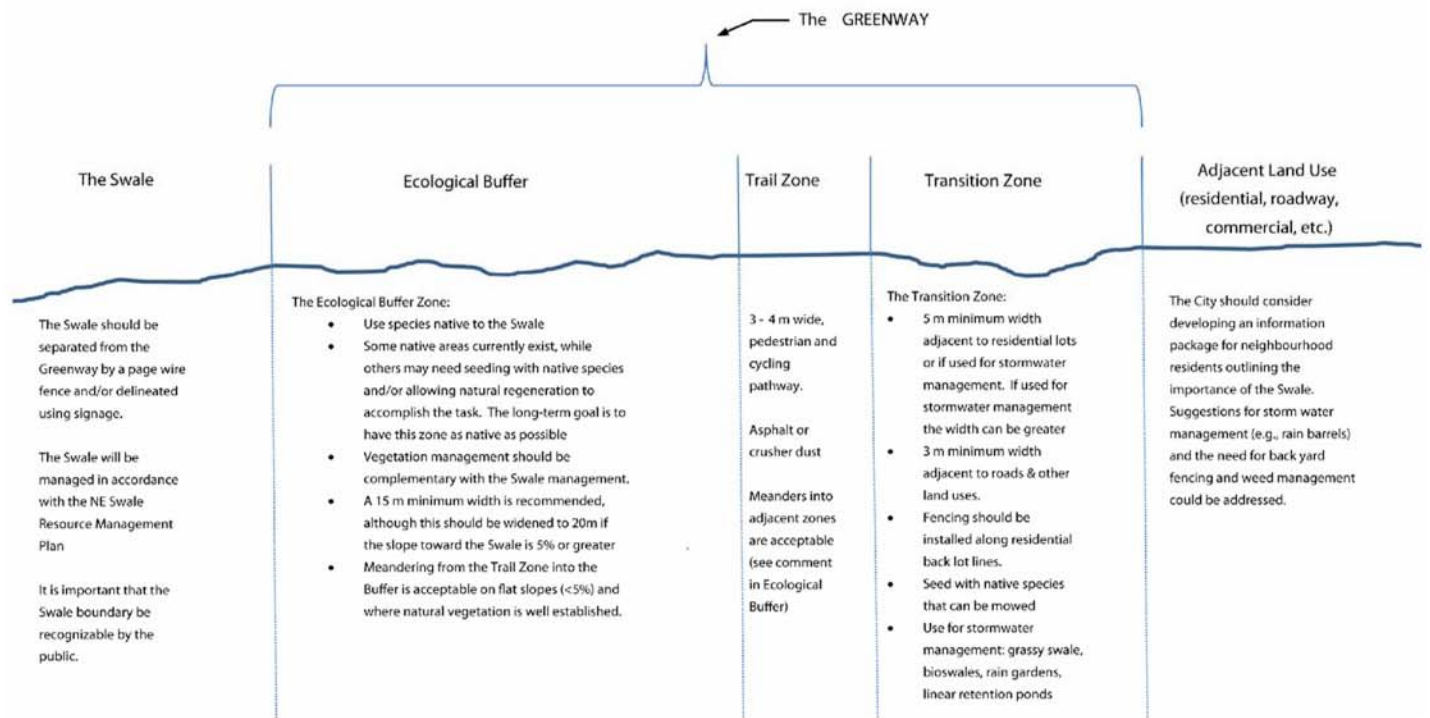
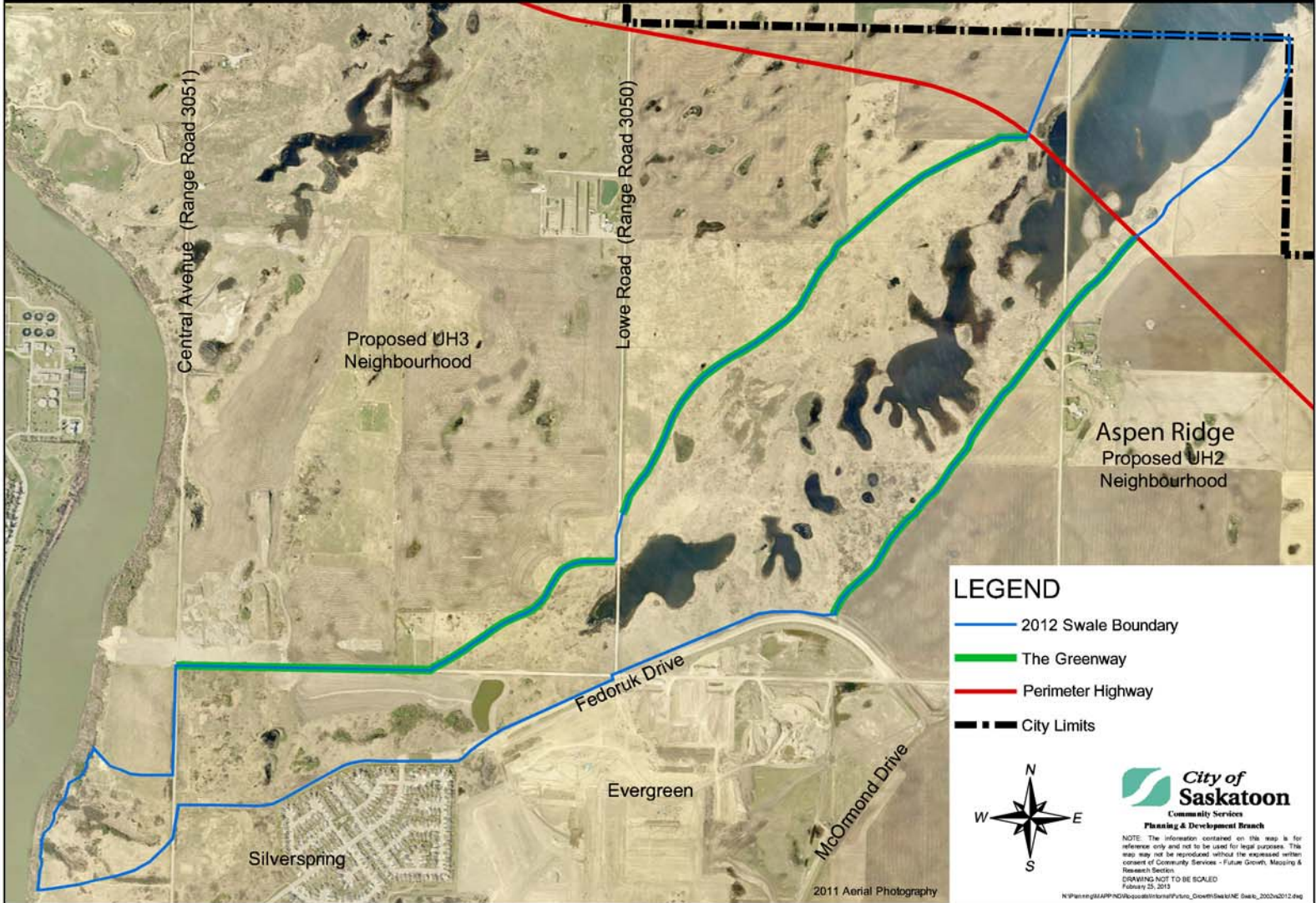


Crossing #3 Detail (Looking South)

Existing Lowe Road Right of Way - Looking South, Lowe Road (Range Road 3050) will connect to Fedoruk Drive north of Evergreen. Agra Road, which is orientated east-west across the swale, will be decommissioned. The area outlined in yellow provides for a potential storm water facility.

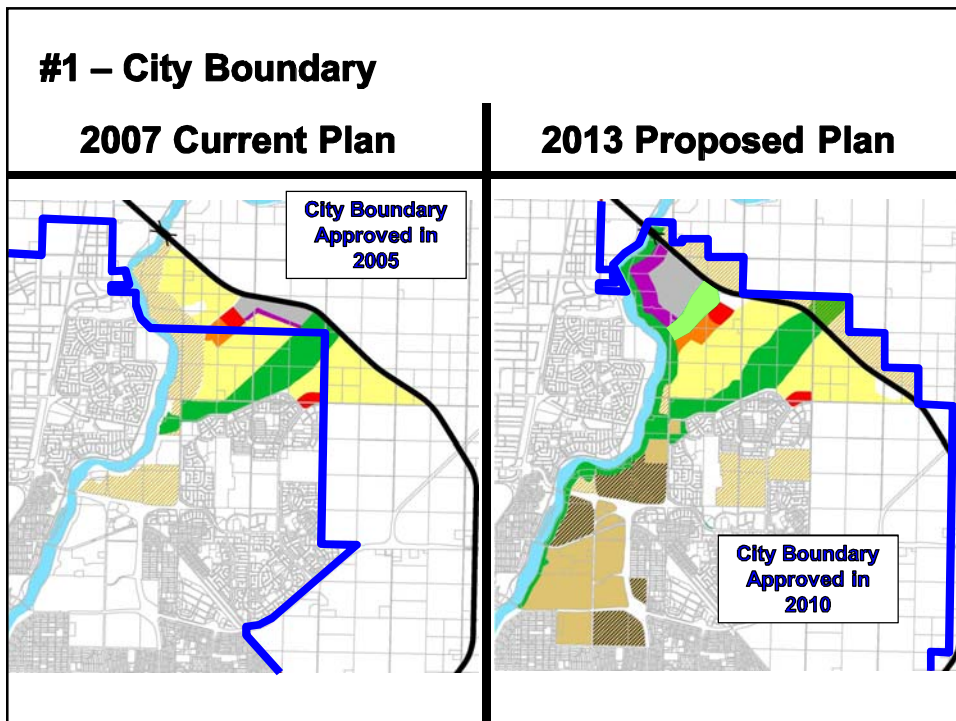
# NORTHEAST SWALE

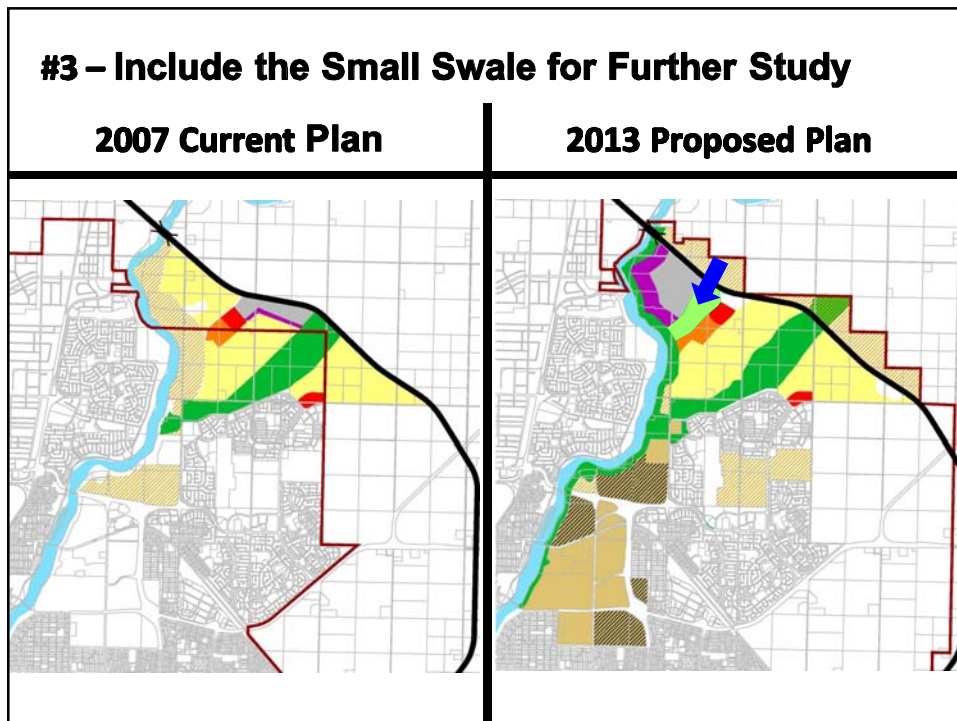
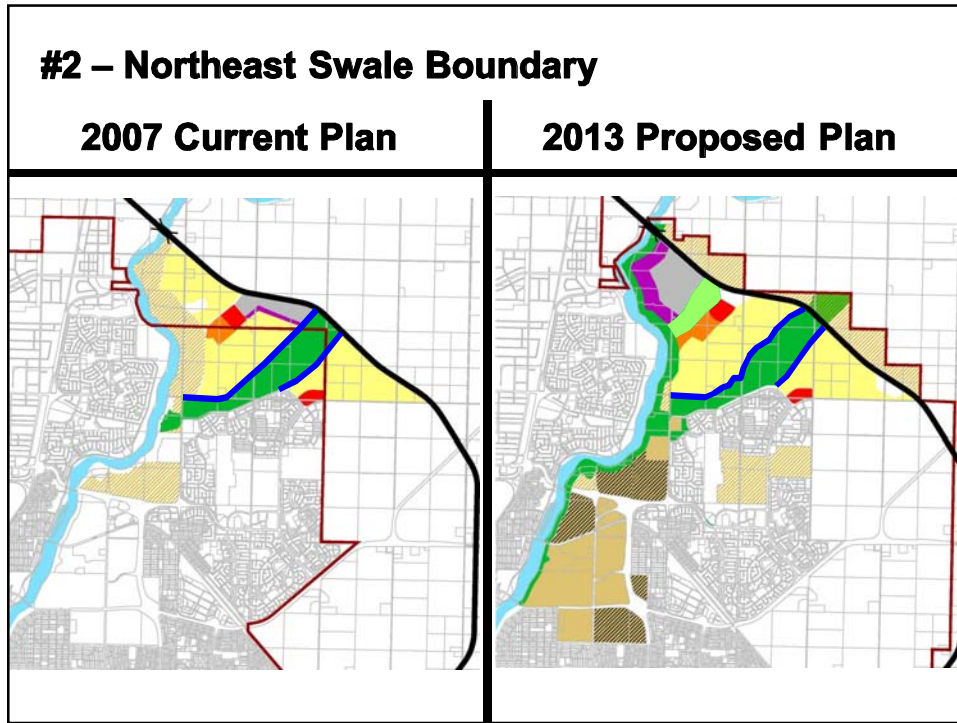
# The Greenway

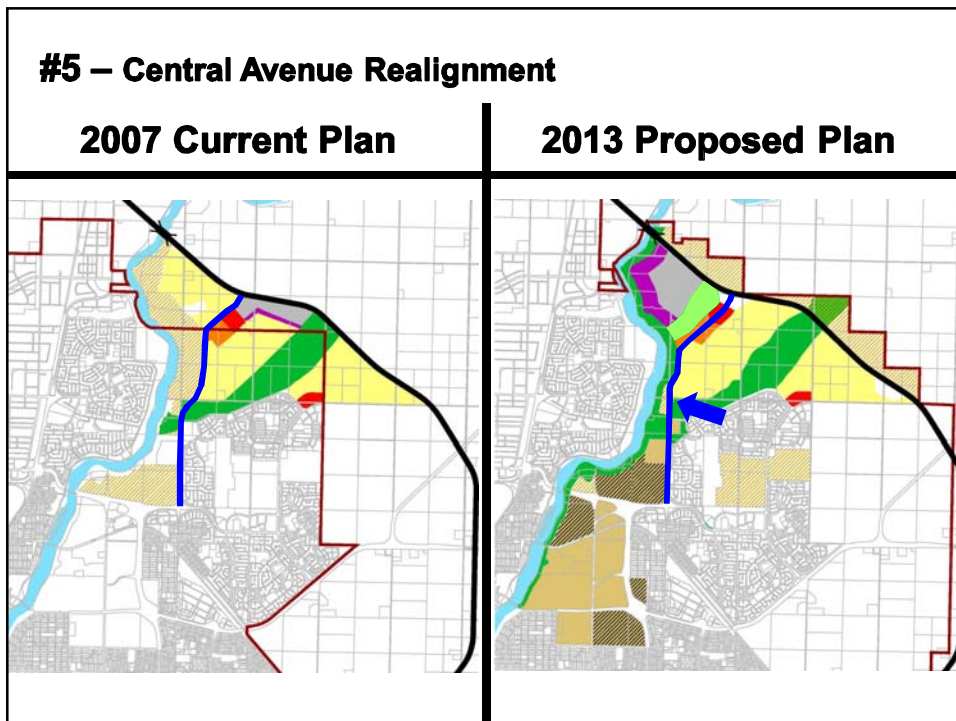
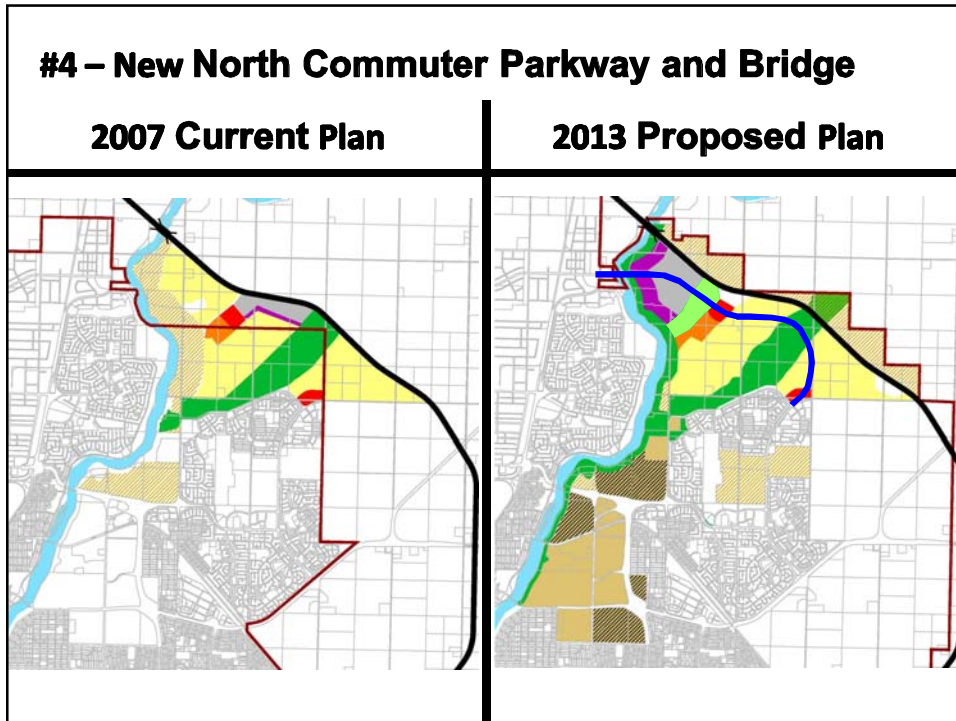


University Heights Sector Plan  
Amendment, 2013

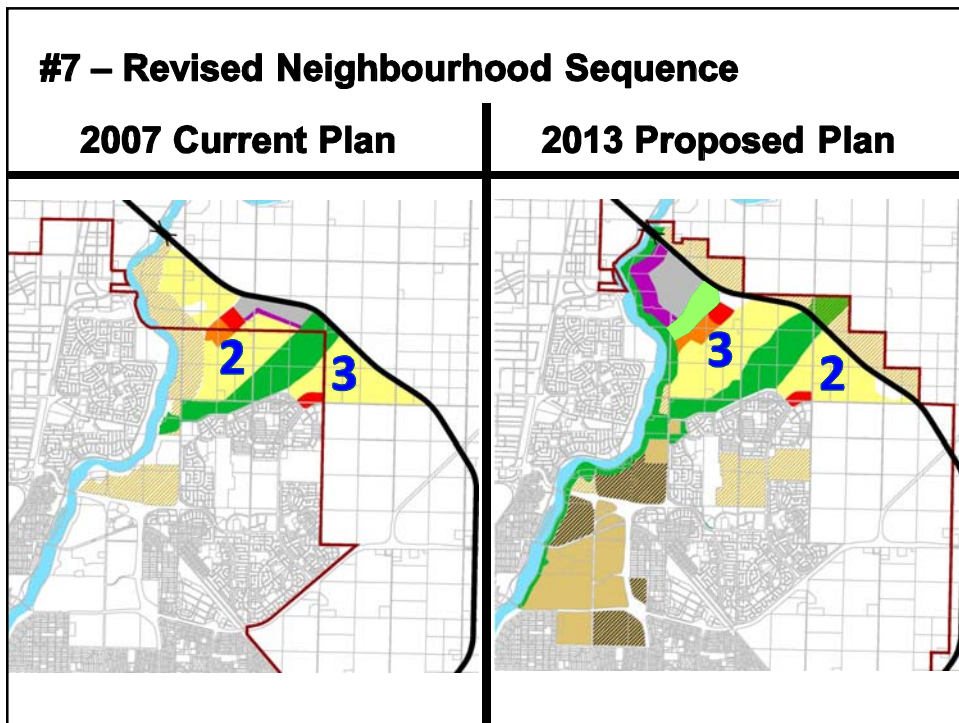
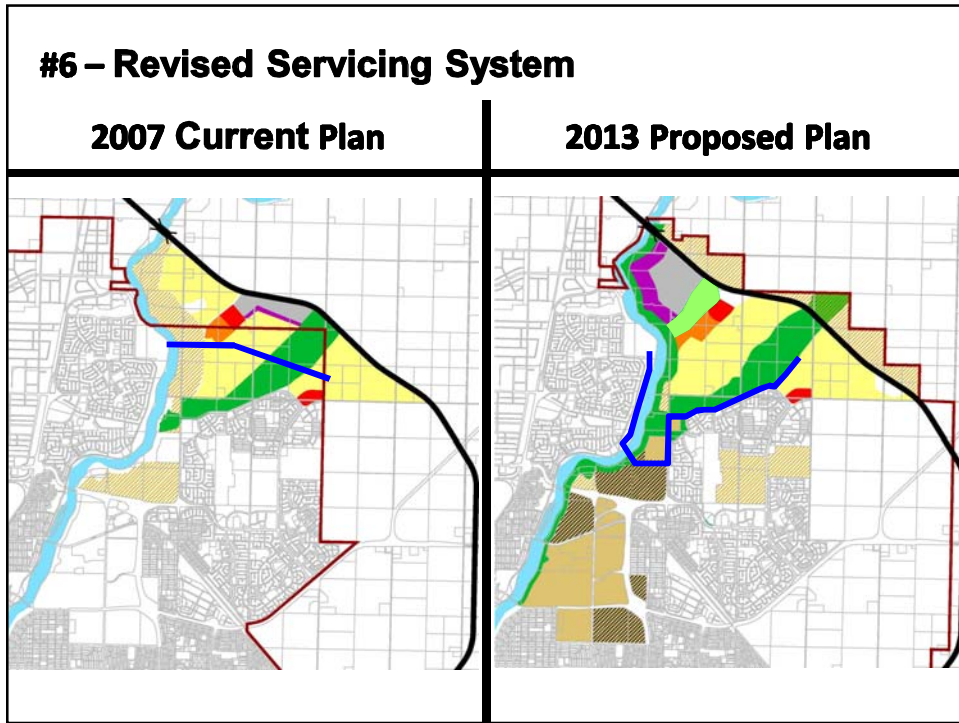
Illustrations of the  
11 Amendments

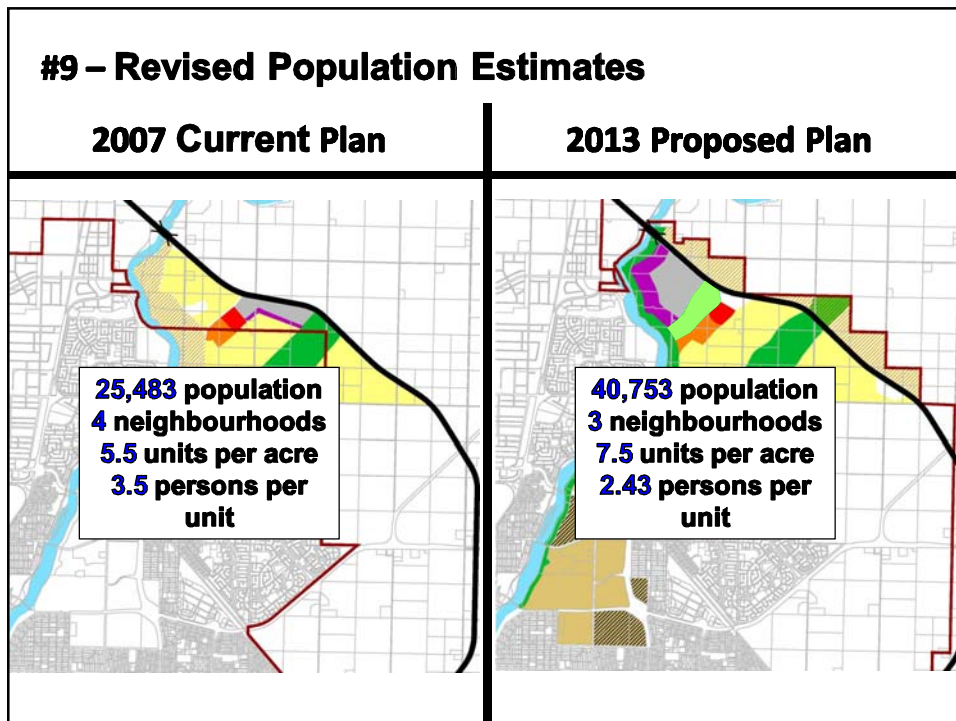
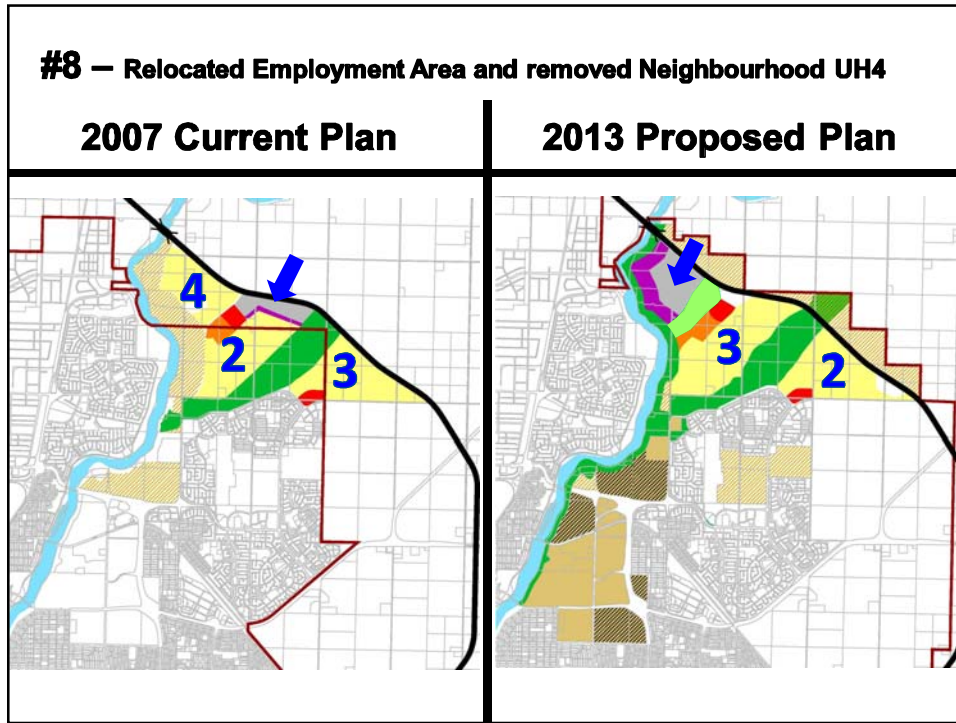


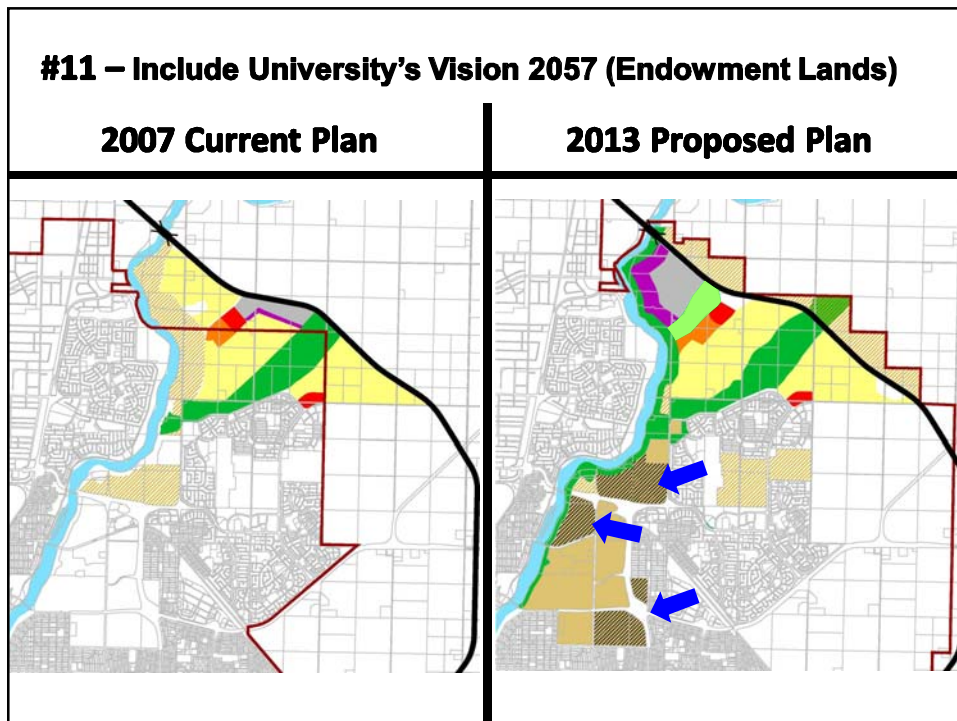
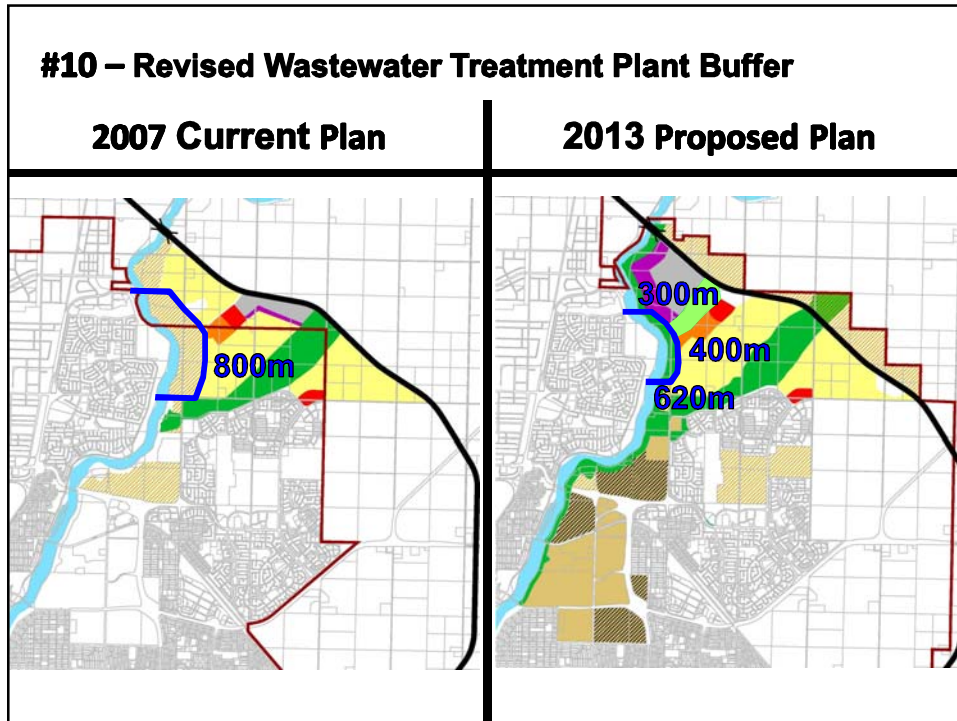














*City of*  
**Saskatoon**  
Office of the City Clerk

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Saskatoon, SK S7K 0J5    fx 306•975•2784

September 16, 2013

City Clerk

Dear City Clerk:

**Re:    Municipal Planning Commission Report for Public Hearing  
      University Heights Sector Plan  
      (File No. CK. 4131-5)**

The Municipal Planning Commission has considered a report of the Community Services Department dated August 26, 2013, with respect to approval to amend the University Heights Sector Plan, 2007 and replace it with the University Heights Sector Plan Amendment, 2013; and to approve the Northeast Swale Development Guidelines, 2012.

The Commission supports the following recommendation of the Community Services Department:

“that, at the time of the public hearing, City Council consider the Administration’s recommendation that the revised University Heights Sector Plan Amendment, 2013, and the revised Northeast Swale Development Guidelines 2012, be approved.”

Yours truly,

A handwritten signature in cursive script that reads "Elaine Long".

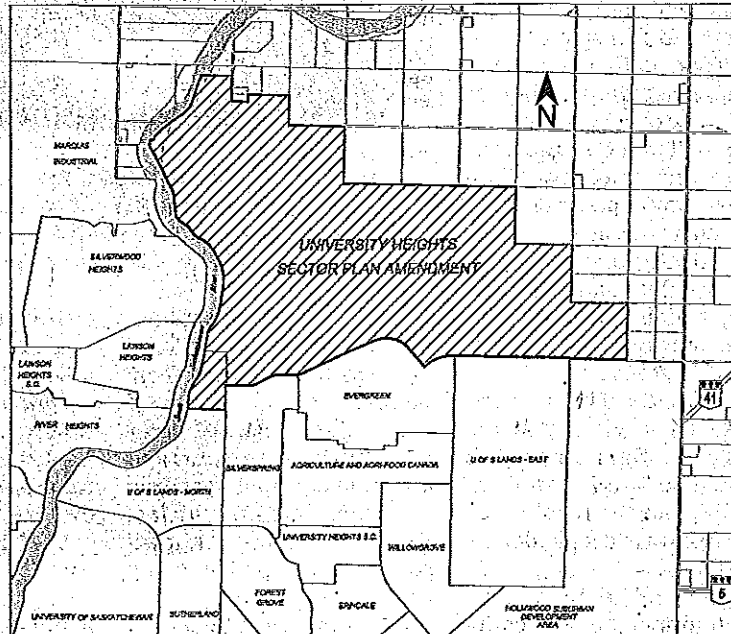
**Elaine Long, Committee Secretary**  
Municipal Planning Commission

EL:sj

## **PUBLIC NOTICE**

### **UNIVERSITY HEIGHTS SECTOR PLAN AMENDMENT**

Saskatoon City Council will consider the adoption of the University Heights Sector Plan (Sector Plan) Amendment. The University Heights Sector Plan outlines a vision for future urban development in Saskatoon's north east. The Sector Plan is a long-range plan that will provide a framework for the development of two new neighbourhoods, a mixed-use suburban core, and an employment area.



**REASON FOR THE AMENDMENT** – The Sector Plan was last approved by City Council in 2007. The development potential of portions of the area have changed since then, as have some of the strategies for servicing the area; therefore, an amendment to the Sector Plan is being proposed.

There are 11 proposed amendments to the Sector Plan. The main amendments are:

- a) the Northeast Swale boundary has been adjusted and the roadway and utility crossings have been repositioned;
- b) the alignment of the North Commuter Parkway and Bridge has been incorporated;
- c) the servicing system has been revised; and
- d) the neighbourhood development sequence has been changed.

The proposed Sector Plan Amendment report is available for viewing at [www.saskatoon.ca](http://www.saskatoon.ca) (look under 'S' for Sector Planning).

**INFORMATION** - Questions regarding the proposed amendments or requests to view the proposed Sector Plan Amendment report may be directed to the following without charge:

Community Services Department, Planning and Development Branch  
Phone: 306-975-7946 (Terry Fusco)

**PUBLIC HEARING** - City Council will hear all submissions on the proposed Sector Plan Amendment. All persons who are present at the City Council Meeting and wish to speak, will be heard on **Monday, October 7, 2013, beginning at 6:00 p.m.** In City Council Chambers, City Hall, Saskatoon, Saskatchewan.

All written submissions for City Council's consideration must be forwarded to:  
His Worship the Mayor and Members of City Council  
c/o City Clerk's Office, City Hall  
222 3rd Avenue North, Saskatoon SK S7K 0J5

All submissions received by the City Clerk by **10:00 a.m. on Monday, October 7, 2013** will be forwarded to City Council.

His Worship the Mayor and City Council  
The City of Saskatoon

## ADMINISTRATIVE REPORTS

### Section A – COMMUNITY SERVICES

**A1) Land Use Applications Received by the Community Services Department  
For the Period Between September 12, 2013 and September 25, 2013  
(For Information Only)  
(Files CK. 4000-5 and PL. 4300)**

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**RECOMMENDATION:** that the information be received.

The following applications have been received and are being processed:

#### Subdivision

- Application No. 77/13: 423-427 Hastings Crescent  
Applicant: Larson Surveys for Deplaedt Investments Inc.  
Legal Description: Lots 17 and 18, Block 13, Plan No. 102037799  
Current Zoning: R1A  
Neighbourhood: Rosewood  
Date Received: September 13, 2013
  
- Application No. 78/13: 313 110<sup>th</sup> Street West  
Applicant: Webb Surveys for Precision Foundations Ltd.  
Legal Description: Lot 14, Block 10, Plan No. G8  
Current Zoning: R2  
Neighbourhood: Sutherland  
Date Received: September 16, 2013
  
- Application No.79/13: 1415 Hunter Road  
Applicant: Webb Surveys for Dundee Realty Corp.  
Legal Description: Lot 20, Block 143, Plan No. 102116898  
Current Zoning: RMTN  
Neighbourhood: Stonebridge  
Date Received: September 17, 2013

- Application No. 80/13: 1217 13<sup>th</sup> Street East  
Applicant: Webb Surveys for Britwood Interiors  
Legal Description: Lot 1, Block 19, Plan No. G18 and  
Lot 29, Block 7, Plan No. 101446062  
Current Zoning: R2  
Neighbourhood: Varsity View  
Date Received: September 24, 2013

### **PUBLIC NOTICE**

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

### **ATTACHMENTS**

1. Plan of Proposed Subdivision No. 77/13
2. Plan of Proposed Subdivision No. 78/13
3. Plan of Proposed Subdivision No. 79/13
4. Plan of Proposed Subdivision No. 80/13

### **A2) Corman Park – Saskatoon Planning District Official Community Plan Amendments – Construction and Demolition Materials Industries (Files CK. 4240-5 and PL. 4240-8)**

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- RECOMMENDATION:**
- 1) that City Council approve the required advertising for the proposed amendments to the Corman Park – Saskatoon Planning District Official Community Plan Bylaw No. 8844 as described in this report;
  - 2) that the General Manager, Community Services Department, be requested to prepare the required notice for advertising the amendments to the Corman Park – Saskatoon Planning District Official Community Plan Bylaw No. 8844;
  - 3) that the City Solicitor be requested to prepare the required bylaw; and

- 4) that at the time of the public hearing, City Council be asked to consider the Corman Park - Saskatoon District Planning Commission's recommendation that the amendments to the Corman Park – Saskatoon Planning District Official Community Plan Bylaw No. 8844 be approved.

### **TOPIC AND PURPOSE**

The purpose of this report is to bring forward proposed text amendments to the Corman Park – Saskatoon Planning District (Planning District) Official Community Plan Bylaw No. 8844 (OCP). The Planning District OCP is jointly adopted by the Rural Municipality of Corman Park (RM) and the City of Saskatoon (City) to manage land use and development in the Planning District. The proposed amendments provide specific policies for construction and demolition materials industries.

### **REPORT HIGHLIGHTS**

1. Amendments to the Planning District OCP are proposed to create a new “construction and demolition materials industries” classification, and new policies to regulate this specific activity. This will facilitate the recycling of materials used in constructing buildings, roadways, walls, and landscaping features.
2. These amendments are based on research of best practices from communities across Canada.

### **STRATEGIC GOALS**

This proposal supports the Strategic Goals of Sustainable Growth, Economic Diversity and Prosperity, and Environmental Leadership; specifically the priorities and strategies to:

- a) plan collaboratively with regional partners;
- b) create a business friendly environment; and
- c) divert waste for reuse, and promoting and facilitating recycling.

### **BACKGROUND**

A private developer approached the RM regarding setting up a business where construction and demolition materials, such as concrete, concrete with steel, glass, brick, asphalt, and other building materials are processed and distributed off-site for



other purposes. The proposed use is not specifically defined or specifically regulated in the Planning District OCP, or in the Planning District Zoning Bylaw. The existing bylaws would define this use as a "solid waste disposal facility" (i.e. a landfill). Landfills are highly regulated. The bylaw standards for landfills would significantly limit the potential for construction and demolition materials industries, particularly because of the large separation distances that are required around landfills.

## REPORT

There is growing demand for construction and demolition materials industries in the Saskatoon region. Repurposing materials that would otherwise end up in a landfill is environmentally responsible and also provides a new business opportunity. The RM's Administration, with the assistance of the City's Administration, conducted best practices research from communities across Canada. Based on this research, it is recommended that amendments to the Planning District OCP and the Planning District Zoning Bylaw to define and regulate construction and demolition materials industries as a specific activity, be approved.

At its September 4, 2013 meeting, the District Planning Commission (DPC) unanimously supported recommending the proposed amendments. Amendments to the Planning District OCP require the joint approval from City Council and the RM Council. Amendments to the District Zoning Bylaw require the approval from the RM Council. The District Zoning Bylaw, and any amendments to it, must be consistent with the Planning District OCP.

### Best Practices Research

A number of municipalities and provincial departments across Canada were surveyed to determine best practices in managing construction and demolition materials processing facilities. Information was requested from Edmonton and Calgary, the Halifax Regional Municipality, and the District of Shellburne in Nova Scotia. The applicable provincial departments in British Columbia, Alberta, Saskatchewan, Manitoba, New Brunswick, Prince Edward Island, and Newfoundland/Labrador were also contacted.

The research focused on three types of solid waste management:

- a) landfills;
- b) landfills that include construction and demolition processing facilities; and
- c) stand-alone construction and demolition processing facilities.

The development standards for these facilities, including the separation distance required around them and the method of measuring the separation distance, were reviewed. The report to the DPC and the details on the best practices research that was conducted are provided in Attachments 1 and 2.

### Proposed Amendments

The current Planning District OCP and Planning District Zoning Bylaw have policies and standards to govern waste management and remediation activities. Landfills must be located on land zoned D-Regional Waste Management 1 District (DRM1), and the property line must be at least 457 metres from a dwelling, a multi-parcel country residential development, a recreational use, or Wanuskewin Heritage Park. In addition, building setbacks, screening, and measures to prevent environmental contamination and nuisance are required.

The City's Administration and the RM's Administration are of the view that construction and demolition materials industries will have less impact than a landfill and should be regulated accordingly. The proposed amendments to the Planning District OCP create a new classification for construction and demolition materials industries and new policies to regulate this specific activity. These industries will include the collection, transport, disposition, processing, or recovery and reuse of non-hazardous waste materials from construction, renovation, and demolition activities. The following is a summary of the proposed requirements for these industries:

- 1) must comply with applicable provincial environmental regulations;
- 2) are only permitted in the DRM1 Zoning District, meaning rezoning will likely be required;
- 3) must submit a Comprehensive Development Review that fully describes the proposed activity and addresses the impact it might have on the site and surrounding properties;
- 4) any land filling or excavation must be designed and engineered by a licensed geotechnical engineer;
- 5) the active area of the site must be located 300 metres from a dwelling, a multi-parcel country residential development, a recreational use, or Wanuskewin Heritage Park; and
- 6) are not permitted next to City limits unless the RM and the City agree that the proposal is compatible with adjacent land uses and will not place pressure on the City to extend services.

### **OPTIONS TO THE RECOMMENDATION**

City Council may choose to not consider the proposed amendments and the DPC's recommendation. This option is not recommended as it would limit the ability to operate construction and demolition materials industries within the Saskatoon region, and reduce opportunities to repurpose and reuse materials that would otherwise end up in landfills.

### **POLICY IMPLICATIONS**

The proposal is to amend the land use policies in the Planning District OCP.

### **FINANCIAL IMPLICATIONS**

There are no financial implications.

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

The public has not been involved in the proposed text amendments to date. Since the Planning District OCP is adopted by both councils, the RM and the City are each required to hold a public hearing before the Planning District OCP can be amended.

### **COMMUNICATION PLAN**

The proposed amendments do not require a Public Communication Plan beyond the public notice requirements described in the Public Notice Section.

### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

No specific follow-up actions are required.

### **ENVIRONMENTAL IMPLICATIONS**

The proposed Planning District OCP amendments are expected to have minimal greenhouse gas emissions implications, as it supports the repurposing of construction and demolition materials that would otherwise end up in the landfills in the Saskatoon region (i.e. the Saskatoon Regional Waste Management Centre and the Northern Landfill). The diversion of these materials from the landfills helps extend the useful life of the landfills.

### **PRIVACY IMPACT**

There are no privacy implications.

### **SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

There are no safety/CPTED issues that have been identified at this time.

### **PUBLIC NOTICE**

Pursuant to Section 11 of Public Notice Policy No. C01-021, public notice is required. Subject to advertising approval from City Council, the proposed amendments will be advertised in The StarPhoenix on a Saturday at least two weeks prior to the date on which the matter will be considered by City Council.

### **ATTACHMENTS**

1. District Planning Commission Report - August 7, 2013
2. District Planning Commission Report - September 4, 2013

### **A3) Bylaw Amendments for Adult Entertainment Venues** **(Files CK. 4350-25 and PL. 4350-Z12/12)**

- RECOMMENDATION:**
- 1) that City Council approve the advertising with respect to the proposal to amend Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011, as outlined in this report;
  - 2) that the General Manager, Community Services Department, be requested to prepare the required notice for advertising the proposed amendments;
  - 3) that the City Solicitor be requested to prepare the required bylaw amendments to Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011;

- 4) that at the time of the public hearing, City Council consider the Administration's recommendation that the proposed Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011 amendments be approved; and
- 5) that at the time of the public hearing, City Council consider the Municipal Planning Commission's recommendations related to the proposed amendments.

### **TOPIC AND PURPOSE**

The purpose of this report is to bring forward proposed amendments to Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011 that will define adult only liquor-*permitted* premises that regularly feature live adult entertainment, including striptease, as identified in the proposed changes to Provincial Liquor Regulations. The amendments will also establish land use regulations including where such establishments may be located in Saskatoon.

### **REPORT HIGHLIGHTS**

1. Striptease on an occasional basis would be considered part of live entertainment offered in nightclubs.
2. Nightclubs offering striptease on a regular basis are adult entertainment venues.
3. It is recommended that an adult entertainment venue be permitted to locate in the IH District, and have a minimum separation distance of 160 metres from any other adult entertainment venue or in-call adult service agency, and a minimum separation distance of 160 metres from any residential use, school, park, child care centre, pre-school, or recreational facility.
4. The Provincial Liquor Regulations relating to live adult entertainment (striptease) will be implemented on January 1, 2014.

### **STRATEGIC GOAL**

This report supports the City of Saskatoon's (City) Strategic Goal of Quality of Life. The proposed amendments would ensure that nightclubs that regularly feature live adult

entertainment are appropriately located so as to have minimal impact on the character of neighbourhoods.

## **BACKGROUND**

At its September 23, 2013 meeting, City Council considered a report from the General Manager, Community Services Department dated August 26, 2013, regarding proposed amendments to Adult Services Licensing Bylaw No. 9011 and Zoning Bylaw No. 8770 to regulate striptease activity.

City Council resolved:

“that the matter be referred back to the Administration for discussion and recommendations with respect to discretionary use and adding some separation distance from residential areas.”

## **REPORT**

### **Current Regulations**

A nightclub, as defined in Zoning Bylaw No. 8770, permits live entertainment. Nightclubs are considered a permitted use in the B6 and IH Districts and as a discretionary use in the B3, B4, B4A, B5, B5B, B5C, IL1, and DCD1 Districts. Nightclubs are also considered a discretionary use in the M3 and M4 Districts provided it is part of a motel or hotel. With no amendments made to Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011, striptease as proposed by Saskatchewan Liquor and Gaming Authority (SLGA), would be permitted in a nightclub as it would be considered live entertainment. Live entertainment including striptease would not be permitted in other establishments such as lounges or taverns (as defined by Zoning Bylaw No. 8770). Any person performing striptease would be considered an adult service performer and would be required to be licensed under Adult Services Licensing Bylaw No. 9011.

### **Proposed Definition**

The Administration recommends that Zoning Bylaw No. 8770 and Adult Services Licensing Bylaw No. 9011 be amended to define nightclubs that feature live adult entertainment more than twice in a calendar month as adult entertainment venues. The proposed definition would not affect occasional performances at established nightclubs.

### Land Use Options

The establishment of adult entertainment venues may impact the character of a neighbourhood or street in which the premises are located. To ensure the character of neighbourhoods and streets are not impacted by a concentration of adult entertainment venues, the Administration recommends that Adult Services Licensing Bylaw No. 9011 be amended to require a 160 metre separation distance between adult entertainment venues and in-call adult service agencies. To minimize impact on incompatible land uses, and ensure adult entertainment venues are not located in close proximity to residential land uses, it is also recommended Zoning Bylaw No. 8770 be amended to provide for adult entertainment venues as a permitted use in the IH – Heavy Industrial District (see Attachment 1). Furthermore, it is recommended that adult entertainment venues maintain a minimum separation distance of 160 metres from a residential use, school, park, child care centre, pre-school and recreational facility.

### Timing of Provincial Liquor Regulations

The proposed amendments to Provincial Liquor Regulations, to permit the serving of alcohol and live adult entertainment (striptease) on the same premises, were originally intended for implementation in the summer of 2013. The City asked for a short delay in order to facilitate a review by the Administration and City Council. As a consequence, the Provincial Liquor Regulations are now intended for implementation on January 1, 2014.

### OPTIONS TO THE RECOMMENDATION

City Council may consider the option to reject the proposed amendments. This option would allow striptease as proposed by SLGA to be permitted in a nightclub as it would be considered live entertainment.

City Council may also consider the option to allow adult entertainment venues in the same zoning districts that in-call adult service agencies are permitted, subject to the proposed separation distance. This option would allow adult entertainment venues to be a permitted use in the IH District and a discretionary use in the IL1 District, to be consistent with the approval process for nightclubs in these districts (see Attachment 2).

### POLICY IMPLICATIONS

There are no policy implications.

### **FINANCIAL IMPLICATIONS**

There is no financial impact.

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

The Business Improvement Districts and the Saskatchewan Hotel Association were contacted and asked to provide comments prior to the public hearing. At the time of the writing of this report no comments have been received.

### **COMMUNICATION PLAN**

Should the proposed amendments be approved, the Business Improvement Districts and Saskatchewan Hotel Association will be advised.

### **ENVIRONMENTAL IMPLICATIONS**

No environmental and/or greenhouse gas implications have been identified at this time.

### **PRIVACY IMPACT**

There are no privacy implications.

### **SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

There are no safety or CPTED issues identified at this time.

### **PUBLIC NOTICE**

Should this application be approved for advertising by City Council, it will be advertised in accordance with Public Notice Policy No. C01-021, and a date for a public hearing will be set. A notice will be placed in The StarPhoenix two weeks prior to the public hearing. The Business Improvement Districts, Saskatchewan Hotel Association, and any person who has submitted written comments on this proposal to the Planning and Development Branch will be advised of the date of the public hearing.

### **ATTACHMENTS**

1. Adult Entertainment Venues Land Use Reference Map (IH District only)
2. Adult Entertainment Venue Land Use Reference Map (ILI and IH Districts)



## **Section B – CORPORATE SERVICES**

### **B1) Contract Award Report for Contracts between \$50,000 and \$75,000 for the Period May 1, 2013 to August 31, 2013 (Files CK. 1000-1 and CS. 1000-1)**

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**RECOMMENDATION:** that the information be received.

### **STRATEGIC GOAL**

This report supports the City of Saskatoon's Strategic Goal of Asset and Financial Sustainability through the open, accountable and transparent disclosure of the award of contracts.

### **REPORT**

In accordance with Policy C02-030, Purchase of Goods, Services and Work, the Administration is required to report three times a year on the award of contracts and requests for proposals between \$50,000 and \$75,000. The attached report has been prepared detailing the contract awards for the period May 1, 2013 to August 31, 2013.

### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

The next report will be forwarded to City Council in January outlining the award of contracts and requests for proposals for the period September 1, 2013 to December 31, 2013.

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental and/or greenhouse gas implications identified at this time.

### **PUBLIC NOTICE**

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

### **ATTACHMENT**

1. Contract Award Report May 1, 2013 to August 31, 2013

**B2) SREDA Funding Agreement and Performance Measures and Targets**  
**(Files CK. 1870-10, CK. 3500-1, CS. 1870-10 and CS. 3500-1)**

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**RECOMMENDATION:** that the Funding Agreement with SREDA and the performance measure and targets be approved.

**TOPIC AND PURPOSE(S)**

To provide City Council with a finalized copy of the revised Funding Agreement with the Saskatoon Regional Economic Development Authority Inc. (SREDA) and the performance measures and targets that will determine SREDA's bonus payment.

**REPORT HIGHLIGHTS**

1. The Funding Agreement with SREDA has been revised to reflect the performance-based funding formula. The SREDA Board has reviewed and provided input.
2. The performance measures and targets have been developed by SREDA and will be used to determine the annual bonus payment.

**STRATEGIC GOAL(S)**

This report supports the Economic Diversity and Prosperity Strategic Goal and the long-term strategy of working collaboratively with economic development authorities, local businesses and education institutions to promote Saskatoon as a great place to live, work and raise a family, and ensures City Council's performance expectations of SREDA are met.

**BACKGROUND**

City Council, at its Special Meetings held on December 4 and 5, 2012, to deal with the 2013 Preliminary Operating and Capital Budget, adopted the recommendations in a report dated November 16, 2012, from the General Manager, Corporate Services Department, which approved a performance-based funding formula with SREDA.

## **REPORT**

### **Funding Agreement**

Attached is a copy of the Funding Agreement with SREDA (Attachment 1). It has been revised to include specific reporting timeframes to City Council for both an annual report and for SREDA's strategic and business plans and budget. It reflects the funding terms as previously approved by City Council and includes both a base grant of \$702,600, plus a bonus payment of up to \$125,000 based on the successful achievement of the agreed-upon annual performance measure targets.

The SREDA Board has reviewed the funding agreement and the Administration has incorporated their input.

### **Performance Measures and Targets**

Attachment 2 is a copy of SREDA's Scorecard and Measures document which includes all measures that SREDA's CEO will report to the Board. Those that are applicable to the bonus payment have been assigned a weighting. SREDA will provide the actual results annually.

## **OPTIONS TO THE RECOMMENDATION**

There are no options provided.

## **POLICY IMPLICATIONS**

There are no policy implications.

## **FINANCIAL IMPLICATIONS**

The financial implications are identified within the agreement (Section 5) and include the approved phased-in base grant as approved by City Council at its Special Meetings held on December 4 and 5, 2012. In addition, a \$125,000 bonus payment, funded from the Property Realized Reserve, will be available upon the successful achievement of the performance measures in the preceding year.

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

Discussions have been held with SREDA on both the Funding Agreement and the development of the performance measures.

### **COMMUNICATION PLAN**

There is no communication plan required.

### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

SREDA will report on their 2013 performance results and their strategic and business plans and budget for 2015 by no later than December 15, 2014.

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications and/or greenhouse gas emissions identified at this time.

### **PRIVACY IMPACT**

There is no privacy impact.

### **SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

A CPTED review is not required.

### **PUBLIC NOTICE**

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

### **ATTACHMENTS**

1. Funding Agreement with SREDA.
2. 2013 SREDA Scorecard and Measures.

**B3) Desktop, Server Software Components and  
Database Maintenance Agreements  
(Files CK. 1100-1, CS. 260-1 and CS. 290-1)**

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- RECOMMENDATION:**
- 1) that the City of Saskatoon and Police Services remain with the Microsoft Office Suite, desktop/laptop operating systems, licensing for eMail and the VOIP telephone system and selected server components under maintenance;
  - 2) that the City Manager be authorized to sign the new five-year Enterprise Agreement and Enterprise Application Platform Agreement (maintenance contracts) with Microsoft; and
  - 3) that the Purchasing Manager be authorized to issue the Purchase Order to Acrodex/Microsoft for this purchase.

**TOPIC AND PURPOSE(S)**

This report is requesting City Council's approval to award a contract to Microsoft for the ongoing maintenance of the Microsoft Desktop and Server products listed in the attached agreements.

**REPORT HIGHLIGHTS**

1. Renewing the existing Enterprise Agreement for the office suite, desktop/laptop operating systems, licensing access eMail, the VOIP telephone system and selected server components ensures the City's computing environment stays current, cost effective, and supported by the vendor.
2. A new agreement (Enterprise Applications Platform Agreement) has been negotiated and will consolidate the City's database environment and reduce the requirement to purchase additional physical servers. In addition, it will result in a one-time savings of \$135,000 in licensing costs.

**STRATEGIC GOAL(S)**

The recommendations in this report support the strategic goal of Continuous Improvement through the use of innovation and forward-thinking.

## **BACKGROUND**

The City has been using the Microsoft Office Suite of products (word processing, spreadsheets, presentation tools, etc.), desktop/laptop operating systems (Windows XP™ and Windows 7™), Client Access Licenses and server components for over twenty years.

The Province of Saskatchewan negotiated an umbrella Enterprise Agreement with Microsoft in 2001 which allows the City to take advantage of the lowest maintenance rate offered in North America, with the exception of health care and education.

The City first entered into a three-year Enterprise Agreement with Microsoft in August 2003, renewed it in August 2007, and again in September 2010. Prior to entering into the first Enterprise Agreement in 2003, the City purchased the upgrades when they became available. This proved to be very costly, difficult to manage and the City struggled to keep its desktop computing environment current and supported.

## **REPORT**

### **Renewing the Existing Enterprise Agreement**

The Administration entered into negotiations with Microsoft in April 2013. The Enterprise Agreement covers the desktop operating system, office suite and licensing for eMail and the VOIP telephone system for 1,395 desktop/laptop computers for the City of Saskatoon, 383 desktop/laptop computers for Police Services, and a selection of server components for the City. These computers will be covered in the agreement by 1,259 user-based licenses and 519 device-based licenses. User-based licensing allows for the listed software to be installed on up to five devices for the user (PC, laptop, smart phone, tablet) at no additional cost. The device-based licensing only allows for the installation of the listed software on a single device. The yearly cost for a user license is \$284.64 and the yearly cost for a device licence is \$269.28.

As noted above, the Enterprise Agreement also covers the licensing costs for eMail and the VOIP telephone system and Desktop client. It also covers the Microsoft Home Use Program which allows civic staff to purchase the Office Suite for as little as \$11.00.

### **New Agreement**

An Enterprise Application Platform Agreement was negotiated that covers the City of Saskatoon and Police Services licensing for consolidated database environments. By entering into this agreement, the Administration was able to negotiate a one-time savings

of approximately \$135,000 in database licensing costs. This is slightly offset by an additional annual cost of \$11,000. However, by moving to a consolidated database licensing model, the need to make regular licensing purchases and the purchase of additional physical servers, using capital funding, will be greatly reduced.

After a careful and detailed review of all options, the Administration recommends entering into a five-year agreement with Microsoft for both the Enterprise Agreement and the Enterprise Application Platform Agreement. By entering into these agreements, staff will continue to be supported with current technology tools. The City has the option to cancel the agreements after year three or year four with no penalties. The advantage of a five-year contract is that any additional desktop or server software purchases listed in the agreements will be based on 2013 pricing.

#### **OPTIONS TO THE RECOMMENDATION**

City Council has the option of letting the existing agreement lapse and/or not entering into the Enterprise Application Platform Agreement; however, this will result in increased costs and is, therefore, not recommended.

#### **POLICY IMPLICATIONS**

There are no policy implications.

#### **FINANCIAL IMPACT**

There are adequate funds approved in the 2013 Operating Budget and the 2013 Capital Budget, (P1083 – Corporate Network Equipment), to cover the cost of the first instalment of the Enterprise Agreement, which runs from September 1, 2013 through August 31, 2014. Adequate funds have and will be allocated in the proposed 2014 through 2017 Operating Budgets. The differing annual payments reflect a credit that will be applied in 2013 and a change in three SQL Server Licenses that will move from purchase and maintenance to maintenance only in 2016 and 2017. Below is a breakdown of the annual costs from 2013 through 2017:

	<b><u>Annual Operating Costs</u></b>	<b><u>Capital Costs</u></b>
2013	\$651,184.44	\$50,000
2014-2015	\$706,023.49	
2016-2017	\$693,629.41	

Below is an example of the cost breakdown for 2014:

Enterprise Agreement	
• City of Saskatoon	\$448,498.92
• Police Services	109,017.12
Enterprise Application Platform Agreement and Server Components	
• City of Saskatoon	\$104,208.80
• Police Services	10,678.48
<b>Sub Total</b>	<b>\$672,403.32</b>
G.S.T. (5%)	33,620.17
P.S.T. (5%)	33,620.17
<b>Total cost to the City</b>	<b>\$739,643.66</b>
Less G.S.T. rebate	33,620.17
<b>Net Cost to the City</b>	<b><u>\$706,023.49</u></b>

As noted earlier, entering into this agreement results in a one-time cost savings of \$135,000 in database licensing costs.

#### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

There is no public or stakeholder involvement.

#### **COMMUNICATION PLAN**

A communication plan is not required.

#### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

The agreements will expire in August 2017.

#### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental and/or greenhouse gas implications identified at this time.

#### **PRIVACY IMPACT**

There are no privacy implications.



**PUBLIC NOTICE**

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

**ATTACHMENTS**

1. Excerpt from the Microsoft Enterprise Agreement (and Customer Price Sheet)
2. Excerpt from the Enterprise Application Platform Agreement (and Customer Price Sheet)

## **Section E – INFRASTRUCTURE SERVICES**

### **E1) Request for Post Budget Approval Capital Project #1411 IS - Land Development Aspen Ridge Residential Area (Files CK. 4131-5, x 1702-1 and IS. 4111-56)**

- RECOMMENDATION:**
- 1) that a post budget increase to Capital Project #1411 IS - Land Development – Aspen Ridge Residential Area, in the amount of \$1,700,000 be approved; and
  - 2) that the post budget increase be funded from the General Prepaid Services Reserves.

### **TOPIC AND PURPOSE**

The purpose of this report is to obtain City Council approval for a post budget increase to begin topsoil stripping in the Aspen Ridge Residential Neighborhood in order to advance the development of the neighborhood.

### **REPORT HIGHLIGHTS**

The three year land development plan for the Aspen Ridge Residential Subdivision recommended that the area grading, water and sewer, and roadways for phases A1 and A2 be constructed by the end 2014. In order to ensure that lots are available to be sold at the conclusion of the 2014 construction season, it is recommended that topsoil stripping commence in the fall of 2013.

### **STRATEGIC GOALS**

The recommendation in this report supports the City of Saskatoon Strategic Goal of Sustainable Growth as it will ensure that an adequate supply of greenfield residential development is available to meet market demands in the time frames required.

### **BACKGROUND**

The three-year land development plan for the Aspen Ridge Residential neighbourhood recommended that the area grading, water and sewer, and roadways for a number of the City's phases of the neighbourhood be completed by the end of 2016. Area grading, water and sewer, and roadways for phases A1 and A2 are to be completed by 2014.

## **REPORT**

With the current demands for serviced lots, the administration is proposing to undertake the topsoil stripping portion of the area grading for the Aspen Ridge Residential Development phases A1 and A2 in 2013. Stripping topsoil prior to the beginning of the 2014 construction season will expedite the development of these areas.

## **OPTIONS TO THE RECOMMENDATION**

An option would be to not approve the post budget increase. This would make the completion of Aspen Ridge Residential Subdivision phases A1 and A2 more challenging for the 2014 construction season. This may result in less residential lots being available for sale following the 2014 construction season.

## **POLICY IMPLICATIONS**

There are no policy implications.

## **FINANCIAL IMPLICATIONS**

The Administration is recommending that the post budget increase be funded in the amount of \$1,700,000 from the General Prepaid Services Reserves.

## **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

Public and/or stakeholder involvement is not required.

## **COMMUNICATION PLAN**

Traffic on Range Road 3045 will be affected by increasing the amount of heavy equipment travelling on it. Residents in the area that will be or will possibly be affected by the increase in heavy traffic, noise and dust shall be notified with a direct Neighbourhood Notice. This mailout will explain the construction project and outline any strategies to alleviate inconveniences that are the result of increased truck traffic. A contact name and number for any questions that arise will also be included in this letter. Appropriate signage will be utilized to alert motorists in the area of the increase of traffic and at truck crossing locations.

**DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION:**

The work is expected to take two months, and will be completed by the end of the 2013 construction season, weather permitting and barring unforeseen circumstances.

**ENVIRONMENTAL IMPLICATIONS**

The recommendation will have negative land use and greenhouse gas emission implications associated with development of a greenfield site. The overall environmental impacts of developments have not been quantified at this time.

**PRIVACY IMPACT**

There are no privacy implications.

**SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

A CPTED Review is not required.

**PUBLIC NOTICE**

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

**E2) Request for Post Budget Approval  
Capital Project #1463-3 – Arterial Road – Marquis Drive  
Millar Avenue to Idylwyld Drive  
(Files CK. 6000-1, x CK. 1702-1 and IS. 4111-43)**

- RECOMMENDATION:**
- 1) that a post budget increase to Capital Project #1463-3 – Arterial Road – Marquis Drive – Millar Avenue to Idylwyld Drive, in the amount of \$630,000 be approved; and
  - 2) that the post budget increase in the amount of \$630,000 be funded from the Arterial Road Reserve.

## **TOPIC AND PURPOSE**

The purpose of this report is to obtain City Council approval for a post budget increase in order to complete the extension of Marquis Drive from Millar Avenue to Idylwyld Drive under Contract No. 12-0020.

## **REPORT HIGHLIGHTS**

1. Unexpected subgrade conditions, due to the high water table in the Marquis Industrial area, were encountered during construction rendering the designed roadway structure insufficient.
2. Replacement of the subgrade material, with the addition of a subsurface drainage system, was deemed the most practical, cost-effective solution for completing construction.
3. Design changes to Marquis Drive between Siemens Avenue and Idylwyld Drive were made to incorporate the future plans of the overpass at the Marquis Drive and Idylwyld Drive intersection.
4. The design changes resulted in additional work through increased quantities to complete the Marquis Drive Arterial Roadway.
5. The additional costs for the design changes and extra quantities result in a budget shortfall of \$630,000 that the Administration is recommending be funded from the Arterial Road Reserve.

## **STRATEGIC GOALS**

The recommendations in this report support the City of Saskatoon Strategic Goal of Sustainable Growth as the Marquis Drive Arterial Roadway extending from Millar Avenue to Idylwyld Drive is required to service new land development in the Marquis Industrial area.

The recommendation also supports the City of Saskatoon Strategic Goal of Moving Around as the completion of Marquis Drive expands the transportation network that is practical and useful for vehicles, buses, bikes and pedestrians along with optimizing the flow of people and goods in and around the city.

## **BACKGROUND**

The building of the Marquis Drive Arterial Roadway from Millar Avenue to Idylwyld Drive is required to expand the arterial roadway network and accommodate future development in the Marquis Industrial area. The completion of Marquis Drive from

Millar Avenue to Idylwyld Drive will connect Highway #16 North to Wanuskewin Road, preparing the north industrial sector of the City for the north commuter bridge which is planned to tie into the Marquis Drive Arterial Roadway.

In June 2012, City Council approved a tender award to ASL Paving Ltd. for the Marquis Drive Arterial Roadway Contract No. 12-0020 in the amount of \$5,353,591.43, including G.S.T. Council also approved a post budget increase in the amount of \$1,761,000 due to the total estimated funding required for the project at that time. The increase was funded from the Arterial Road Reserve.

### **REPORT**

During the course of construction, the contractor encountered poor soil conditions due to the high water table in the area. The unexpected ground conditions resulted in the removal and replacement of the subgrade material with the addition of a subsurface drainage system. Subsurface drainage methods were not considered originally because previous earthworks, along with the installation and expansion of the storm system in the Marquis industrial area, were expected to lower the overall water table in the area.

Changes to the design on Marquis Drive from Siemens Avenue to Idylwyld Drive were made to accommodate the future plans to construct an overpass at the Marquis Drive and Idylwyld Drive intersection. These design changes have resulted in increased quantities and additional items which are necessary to properly complete the Marquis Drive Arterial Roadway in preparation for the future interchange and minimize future throw away costs.

### **OPTIONS TO THE RECOMMENDATION**

An alternative option to the recommendation is to scale back the remaining work which would result in the Marquis Drive Arterial Roadway not being completed in the 2013 construction season. As a result, greater costs would be incurred due to inflation from 2013 to 2014. As well, the businesses in the surrounding area would be impacted on a long term scale throughout the winter months and into the 2014 construction season until completion of the Marquis Drive Arterial Roadway. Therefore, this option is not recommended.

### **POLICY IMPLICATIONS**

There are no policy implications.

**FINANCIAL IMPLICATIONS**

The original contract price for completion of the Marquis Drive Arterial Roadway from Millar Avenue to Idylwyld Drive with ASL Paving Ltd., including contingency, was \$5,098,658.50 (G.S.T. not included). The revised net cost to the City is calculated as follows:

Base Tender	\$5,098,658.50
Design Change & Additional Quantities	779,930.68
G.S.T.	<u>293,929.46</u>
Total Tender Price	\$6,172,518.64
Less G.S.T. Rebate to the City	<u>(293,929.46)</u>
Net Cost to the City	<u>\$5,878,589.18</u>

The projected administration, survey, design, testing, street lighting and construction management costs to complete the project are estimated at \$791,410.82. Capital Budget #1463-3 – Arterial Road - Marquis Drive, includes approved funding in the amount of \$6,040,000. The total estimated funding required to complete this project is approximately \$6,670,000 resulting in a shortfall of \$630,000.

The Administration is recommending a post-budget increase in the amount of \$630,000 to be funded from the Arterial Road Reserve. Adequate funding exists within the Arterial Road Reserve.

**PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

Public and/or stakeholder involvement is not required.

**COMMUNICATION PLAN**

Road restrictions at the intersection of Idylwyld Drive and Marquis Drive, and a full closure of the intersection of Marquis Drive and the Idylwyld Drive service road will be required to complete the work. There is potential for two businesses fronting the construction to be affected. Communications with the businesses in the affected area have been ongoing throughout the work and will continue until work is complete. All required traffic restrictions, including impact, timing and possible detours will be communicated to the public via Public Service Announcements and Service Alerts. Message boards and appropriate signage will also be utilized in advance of construction to warn motorists of upcoming closures.

#### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

The Marquis Drive Arterial Roadway is expected to be completed by the end of the 2013 construction season, with work on the external limits to the roadway completed in spring of 2014.

#### **ENVIRONMENTAL IMPLICATIONS**

The recommendation will have negative land use and greenhouse gas emission implications associated with development of a green field site. The overall environmental impacts of developments have not been quantified at this time.

#### **PRIVACY IMPACT**

There are no privacy implications.

#### **SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

A CPTED Review is not required.

#### **PUBLIC NOTICE**

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



## Section F – UTILITY SERVICES

### **F1) Partial Award of Saskatoon Transit Bench and Shelter Request for Proposal (Files CK. 7311-4 and WT. 366-1)**

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- RECOMMENDATION:**
- 1) that the proposal submitted by Creative Outdoor Advertising for the supply, installation, maintenance and sales of Transit advertising bench furniture with a minimum gross revenue of \$324,000 and 130 new bench installations over the 10 year contract be accepted;
  - 2) that the City Solicitor be instructed to prepare the necessary Agreement for execution by His Worship the Mayor and the City Clerk under the Corporate Seal; and
  - 3) that the Administration re-issue the Shelter RFP without the requirement for maintenance and repair.

### **TOPIC AND PURPOSE**

Administration recommends that a Proposal submitted by Creative Outdoor Advertising for the supply, installation, maintenance and sales of Transit advertising bench furniture be accepted.

### **REPORT HIGHLIGHTS**

1. Transit Advertising Management Contracts are integral to providing street furniture for transit riders.
2. A Request for Proposal was issued by Saskatoon Transit in April of 2013 for the management of Bench and Shelter Advertising and Installation. A total of four proposals were received, of which two were deemed non compliant and could not be evaluated within the terms of the Request for Proposal.
3. The two non compliant proposals were the only two which included provision for advertising shelters. As a consequence at this time, only the bench portion of the contract is being awarded.
4. Administration is recommending that the proposal submitted by Creative Outdoor Advertising, with minimum gross revenue of \$324,000 and 130 new bench installations over the 10 year contract, be accepted.
5. Transit Administration will re-issue the shelter RFP.

## **STRATEGIC GOALS**

This report supports the Strategic Goals of Continuous Improvement and Quality of Life, through upgrading and increasing the street furniture available for transit riders. The recommendations also support the Strategic Goal of Asset and Financial Sustainability by providing a revenue stream, resulting in decreased reliance on property taxes.

## **BACKGROUND**

On April 8 2013, City Council approved a Request for Proposal to be issued for the supply, installation, maintenance and sales of advertising benches and shelters for Saskatoon Transit.

## **REPORT**

In April of 2013, a Request for Proposal was issued by Purchasing Services for the supply, installation, maintenance and sales of advertising benches and shelters for Saskatoon Transit. These Advertising Management Contracts held by Saskatoon Transit are an integral part in providing street furniture and services such as waste and recycling receptacles at transit stops and terminals.

A total of four proposals were received by Transit Administration in response to the issued Request for Proposal. Two of the proposals received were deemed non compliant with the request and could not be evaluated within the terms that were set out. One proposal failed to provide financial references and the other failed to incorporate maintenance into the proposal. Both of these factors were required in the RFP criteria. These two proposals were also the only two submitted which included a proposal for advertising shelters. As a consequence, at this time, only the bench advertising portion of the contract is being put forward for award.

After evaluating the proposals received, the submission by Creative Outdoor Advertising scored the highest based on the evaluation scoring methodology. This proposal includes the replacement of existing benches with updated modern and durable benches. Recycling containers will also be added. Existing benches provide trash facilities only. Through the evaluation criteria, this product was deemed to be of superior quality and more aesthetically pleasing.

Transit Administration will re-issue the shelter advertising portion of the contract. The new RFP will not include maintenance such as cleaning and repairs as a requirement, as this appeared to be a significant barrier for some proponents. Instead, maintenance

and cleaning will be an option, and if a proponent chooses not to include this, revenues from the program will be used to carry out maintenance of shelters. The Administration is confident that vendors can meet the required expectations of the RFP with this modification.

### **OPTIONS TO THE RECOMMENDATION**

An option to the recommendation would be to not award the contract at this time and develop a new Request for Proposal. This option is not recommended by Administration at this time.

### **POLICY IMPLICATIONS**

There are no policy implications.

### **FINANCIAL IMPLICATIONS**

The proposal by Creative Outdoor Advertising included guaranteed revenue, over 10 years, of \$324,000 (and average of \$32,400 per year) plus five percent of yearly advertising revenues with a total of 130 new bench installations.

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

Public and/or stakeholder involvement is not required.

### **COMMUNICATION PLAN**

All four bidders will be notified of Transit Administration's decision on the award of the contract. Information on the project and locations of the new bus benches/shelters would be provided in annual Public Service Announcements, articles to Community Associations and the City of Saskatoon website and social media channels.

### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

A follow up report on recyclable waste and greenhouse gas emissions will be presented one year from the award of contract, pending availability of the information from the proponent.

### **ENVIRONMENTAL IMPLICATIONS**

The collection of recyclables at Saskatoon Transit locations will reduce the amount of waste and associated greenhouse gas emissions associated with land filling these materials. The anticipated amount of recyclable material collected through the program has not been estimated at this time, and will be communicated in a subsequent report.

### **PRIVACY IMPACT**

There are no privacy implications.

### **SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

A CPTED review is not required.

### **PUBLIC NOTICE**

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

### **F2) Award of Request for Proposal for Transit Uniforms (Files CK. 1000-1 and WT. 7300-1)**

- RECOMMENDATION:**
- 1) that the proposal submitted by Martin & Levesque Uniforms for the fitting, manufacture and supply of Saskatoon Transit uniforms be accepted; and
  - 2) that the Corporate Services Department, Purchasing Services Branch, issue the appropriate Purchase Order.

### **TOPIC AND PURPOSE**

Saskatoon Transit Administration is requesting that City Council approve the awarding of the Request for Proposal for the supply of Transit uniforms.

## **REPORT HIGHLIGHTS**

Saskatoon Transit Administration is requesting that the proposal submitted by Martin & Levesque Uniforms for the fitting, manufacture and supply of Saskatoon Transit uniforms be accepted.

## **STRATEGIC GOAL**

This report supports the City of Saskatoon Strategic Goal of Continuous Improvement by providing a better quality of uniform for Transit Operators and adding to the look of a professional organization.

## **BACKGROUND**

In recent years, Saskatoon Transit has tendered uniform items individually resulting in a somewhat less unified and professional look for our operators and a lack of consistency with supply. With this Request for Proposal, Saskatoon Transit intended to find a proponent who could provide a comprehensive uniform program consisting of the supply, sizing, tailoring and delivery of Transit uniform items consistent in quality, colour and style.

## **REPORT**

Approval is being requested from City Council, as this is an award of a Request for Proposal in excess of \$75,000 (Administrative Policy A02-027). Adequate funds for this award are in the approved 2013 Operating Budget.

The Request for Proposal to supply Saskatoon Transit uniforms for operations, supervisors and access operators closed August 1, 2013; there were two companies that provided bids: Martin & Levesque Uniforms and Midwest Sportswear.

The Proposals have been evaluated according to the evaluation criteria and only one of the companies, Martin & Levesque Uniforms met the required specifications that were requested in the Request for Proposal. Therefore, Saskatoon Transit is recommending award of the Request for Proposal to Martin & Levesque Uniforms in the amount of \$149,500 per year. The award will be for a two-year term with the option to extend for an additional three one-year terms.

**OPTIONS TO THE RECOMMENDATION**

There are no options to the recommendations being presented at this time.

**POLICY IMPLICATIONS**

The recommendation being presented is in accordance with City Council Policy C02-030 – Purchase of Goods, Services and Work and specifically under 5.4 “In the case of requests for proposals, the City shall accept the proposal which, in the opinion of the City, best meets the requirements of the City, unless the proposal documents set out additional and/or other acceptance criteria”.

**FINANCIAL IMPLICATIONS**

Adequate funds for the award of this Request for Proposal are in the approved 2013 Transit Services Operating Budget.

Budgeted	Unbudgeted	Capital	Operating	Non-Mill Rate	External Funding
X			\$149,500		

**COMMUNICATION PLAN**

All proponents will be contacted to inform them of the decision that has been made of the successful proposal.

**DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

No further follow-up is required at this time.

**ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

**PRIVACY IMPACT**

There are no privacy implications.

Administrative Report No. 16-2013  
Section F – UTILITY SERVICES  
Monday, October 7, 2013  
Page 7

**SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

A CPTED review is not required.

**PUBLIC NOTICE**

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

Respectfully submitted,

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Randy Grauer, General Manager  
Community Services Department

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Marlys Bilanski, General Manager  
Corporate Services Department

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Mike Gutek, General Manager  
Infrastructure Services Department

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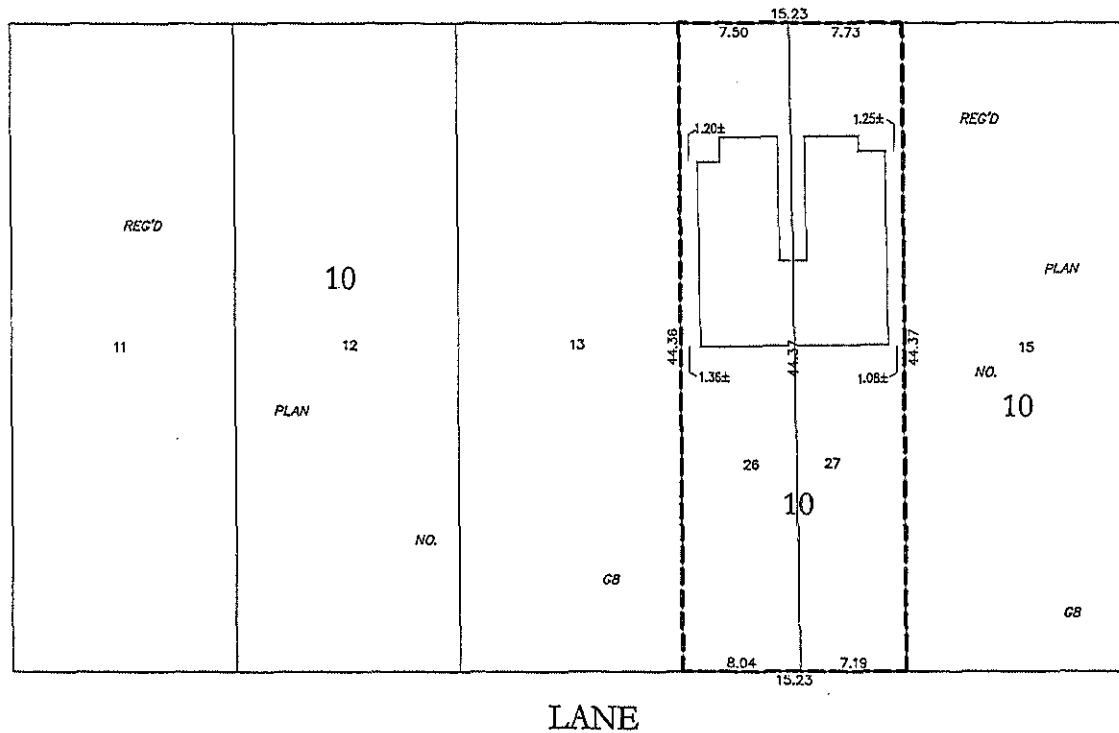
Jeff Jorgenson, General Manager  
Utility Services Department





BRYANS AVENUE

313 110th STREET



PLAN OF PROPOSED  
 SUBDIVISION OF  
 LOT 14, BLOCK 10  
 REG'D PLAN NO. G8  
 N.E. 1/4 SEC. 35  
 TWP. 36, RGE. 5, W. 3RD MER.  
 313 110th STREET  
 SASKATOON, SASKATCHEWAN  
 BY T.R. WEBB, S.L.S.  
 SCALE 1:400

Dimensions shown are in metres and decimals thereof.

Portion of this plan to be approved is outlined with a bold, dashed line and contains 0.07± ha (0.17± ac.).


Distances shown are approximate and may vary from the final plan of survey by ± 1.0m.

*T.R. Webb*  
 T.R. Webb August 22, 2013  
 Saskatchewan Land Surveyor

Se

Approved under the provisions of  
 Bylaw No. 6537 of the  
 City of Saskatoon

\_\_\_\_\_  
 Date  
 Community Services Department

Prepared by  
  
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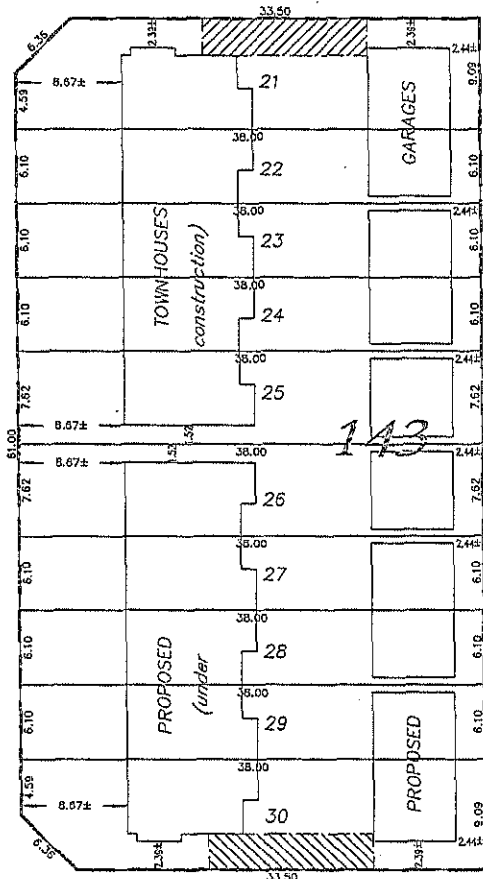
Proposed Subdivision No. 78/13

PLAN 25	NO. 24	23	10 22 101995836	REG'D NO. G8	PLAN NO. 21 101282981	REG'D NO. G8	PLAN 7 G8	REG'D NO. G8	PLAN 6A 101995836
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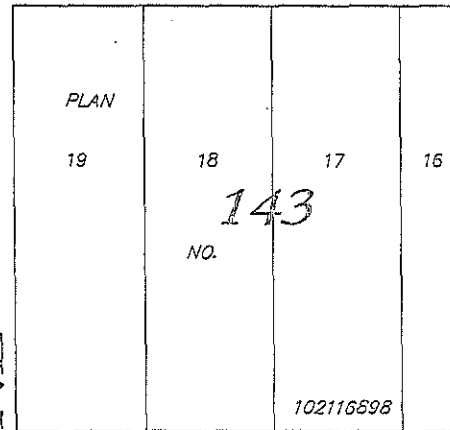
PRINGLE  
MANOR

# VELTKAMP CRESCENT

PLAN OF PROPOSED  
SUBDIVISION OF  
LOT 20, BLOCK 143  
PLAN NO. 102116898  
S.E. 1/4 SEC. 11  
TWP. 36, RGE. 5, W. 3RD MER.  
1415 HUNTER ROAD  
SASKATOON, SASKATCHEWAN  
BY T.R. WEBB, S.L.S.  
SCALE 1:400



LANE



PLAN

19

18

17

16

143

NO.

102116898

Dimensions shown are in metres and decimals thereof.  
Portion of this plan to be approved is outlined with a bold, dashed line and contains 0.26± ha (0.65± ac.).  
Distances shown are approximate and may vary from the final plan of survey by ± 0.5m.



Proposed 3.0m joint use easement for SaskPower, Shaw and SaskTel.

PLAN

21

135

NO.

102109788

1415 HUNTER ROAD

KOLYNCHUK CRESCENT

PLAN

NO.

H

101923477

*T.R. Webb*  
T.R. Webb September 17, 2015  
Saskatchewan Land Surveyor

Approved under the provisions of  
Bylaw No. 6537 of the  
City of Saskatoon  
  
Date \_\_\_\_\_  
Community Services Department

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*Webb*  
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13-2516sc

Proposed Subdivision No. 79/13



a. District Official Community Plan and District Zoning Bylaw – Textual Amendments – Construction and Demolition Materials Industries

A2

Background

The RM Planning Department has received an inquiry regarding setting up a business for a concrete, concrete with steel materials and asphalt recycling facility. The proposed use is not defined or regulated within our District Official Community Plan (D-OCP) and District Zoning Bylaw (D-ZB). As such, the Planning Department would like Council to consider amendments to the D-OCP and D-ZB for Construction and Demolition Materials Industries.

Proposed Amendments

**Section 6 in D-ZB: Definitions**

Active Area, means *any area within the property boundary that is utilized in the operation of the development.*

Buffer Area, means *any area located between the Active Area and the property boundary of the development.*

Construction and Demolition Materials Active Area, means *any area within the property boundary that is used for transfer, storage, disposal, separation, processing of Construction and Demolition Materials.*

Construction and Demolition Materials means *materials which are normally used in the construction of buildings, structures, roadways, walls and landscaping features, and includes, but is not limited to, soil asphalt, brick, concrete, ceramics, porcelain, window glass, mortar, drywall, plaster, cellulose, fibreglass fibres, lumber, wood, asphalt shingles and metals.*

Construction and Demolition Materials Industries means *industries comprised of the collection, transport, disposition, processing or recovery and reuse of non-hazardous waste materials from construction, renovations, and demolition activities.*

Construction and Demolition Materials Processing Facility means *the use of land and/or building or part of a building to sort, alter, grind, or otherwise process, Construction and Demolition Materials for offsite reuse or recycling. This use does not include Landfill or Transfer Station or Used Building Materials Retail Outlet.*

Construction and Demolition Residue means *materials remaining from processing and/or sorting of Construction and Demolition Materials for which there is no reasonable use or potential use or market.*

Used Building Materials Retail Outlet means *land and/or building or part of a building where Construction and Demolition Materials are available for resale with incidental and minimal alteration of the materials and where activity primarily occurs inside a building.*

### **Section 9.3 in D-OCP: Separation Distance for Construction and Demolition Materials Industries**

Minimum separation distance of 300m (984.25 ft.) is required between a Construction and Demolition Materials Processing Facility to any single family dwelling, multi-parcel country residential development, Wanuskewin Heritage Park or recreational use.

### **Section 9.3 in D-OCP Measuring Separation Distance for Construction and Demolition Materials Industries**

In determining proximity to a Single Family Dwelling, the separation distance shall be measured from the Construction and Demolition Materials Active Area of the Construction and Demolition Materials Processing Facility to the foundation of the residential dwelling.

In determining proximity to a vacant single parcel country residential subdivision, multi-parcel country residential development, Wanuskewin Heritage Park or recreational uses, separation distance shall be measured from the Construction and Demolition Materials Active Area of the Construction and Demolition Materials Processing Facility to the property boundary of the closest developable parcel.

### **Section 9.1.7 in D-OCP – Comprehensive Development Review Required**

Construction and Demolition Materials Industries and Regional Waste Management Industries shall require rezoning to an appropriate district and shall be subject to the submission of a Comprehensive Development Review that includes, but is not limited to, the following information:

1. needs assessment for the activity proposed;
2. servicing and access assessment;
3. evaluation of potential impacts on the subject property and existing land uses in proximity of the operation; and
4. evidence of compliance with applicable provincial environmental regulations.

### **Section 4 in D-ZB – Standards for Development**

#### **Construction and Demolition Materials Processing Facility**

Notwithstanding other provisions of this Bylaw, a Construction and Demolition Materials Processing Facility is subject to the following development standards:

1. The applicant shall provide written evidence of compliance with any applicable provincial or federal legislation or regulations including approvals where required.
2. The applicant shall prepare and submit a detailed site plan showing the location of all buildings, landscaping, storage areas, access roads, weigh scales, sorting pads, processing, and stockpiling areas.

3. The applicant shall provide an operational plan, identifying:
  - a) methods of processing;
  - b) a comprehensive list of materials to be recycled;
  - c) the hours of operation for collection, processing, and hauling activities;
  - d) environmental controls, such as, but not limited to, mitigation for dust and debris control, air quality control and monitoring, berms to protect watercourse, surface and groundwater monitoring, and leachate treatment and control; and
  - e) a lot grading and drainage plan prepared and approved by a registered Professional Engineer licensed to practice in the Province of Saskatchewan identifying how the site will be designed to protect surface and groundwater including leachate treatment and controls.
4. Notwithstanding subsection 3, Construction and Demolition Materials brought to a Construction and Demolition Materials Recycling Facility must first be placed upon a pad for sorting prior to the materials being processed, stockpiled, or removed from the site. The pad shall be designed to prohibit materials and liquids from entering the groundwater table or a watercourse. The operational plan shall indicate how the operator intends to handle and treat or remove the material/leachate from the site.
5. All work or activity associated with the facility shall only be permitted between the hours of 7:00 a.m. to 8:00 p.m. Monday to Friday, inclusive and from 7:00 a.m. to 5:00 p.m. on Saturday and no work activity shall be conducted on any day of the week outside of the permitted hours or on Sunday or Statutory Holidays. The Site shall be gated to restrict access during non-operational hours.
6. The site shall be:
  - a) fenced and gated on all sides of the active area with a locking gate, and a means of securing entry and exit to the site acceptable to the municipality; and
  - b) signed to identify hours of operation and acceptable Construction and Demolition Materials.
7. Materials stockpiled at the facility must meet the following conditions:
  - a) the maximum height of any stockpile shall be 6 metres (19.69 ft.)
  - b) the maximum base diameter of any stockpile shall be 75 metres (246.06 ft.); and
  - c) the minimum separation distance between the nearest edge or face of stockpiles shall be 5 metres (16.40 ft.).

8. All deposited materials shall be documented and verified by the operator to ensure its origin is known and to confirm that all materials transported to the site complies with the conditions of the approval.
9. No Construction and Demolition Materials shall remain on the site for longer than one year.
10. No hazardous substance shall be delivered to the facility other than those which are incidental to, and inadvertently delivered with the Construction and Demolition Materials. The facility operator shall be responsible for removing and disposing of incidental hazardous substances as described herein to a licensed facility within 30 days of receipt of the same.
11. No solid waste other than the approved Construction and Demolition Materials shall be delivered to the facility other than those which are incidental to, and inadvertently delivered with the Construction and Demolition Materials. The facility operator shall be responsible for removing and disposing of incidental solid waste as described herein to a licensed facility within 30 days of receipt of the same.
12. Notification shall be provided to all assessed landowners within the 1.6 km (1 mile) radius of the subject property boundary. If applicable, the application shall be circulated to property owners adjacent to the proposed haul roads to obtain public input on the proposed site.
13. Notification shall indicate application details such as, but not limited to:
  - a) a detailed site plan depicting the circulation and layout of the operation;
  - b) the hours of operation for processing and hauling activities;
  - c) types of equipment utilized in the operation and the models of equipment;
  - d) types of raw inputs and outputs;
  - e) quantity of materials processed;
  - f) types of material stockpiled and duration of materials will remain stockpiled on site;  
and
  - g) potential impacts of the proposed development and mitigation measures to minimize such potential impacts.
14. The applicant shall ensure that dust and noise control measures are undertaken at the request of and to the satisfaction of the Director of Public Works, to prevent the operation from becoming an annoyance to neighbouring landowners.
15. The applicant shall apply appropriate methods for minimizing the noise created from machinery and equipment through proper location and property screening. Landscaping

and screening materials may include but not limited to trees, shrubs, plants, lawns, earth berms, solid fencing, walls or a combination thereof.

16. The operator of the Construction and Demolition Materials Facility shall keep the site in a clean and tidy condition free from rubbish.
17. Property access route shall be located away from existing residential dwelling units.
18. The applicant, operator or any other persons who hauls the Construction and Demolition Materials may be required to enter into a road maintenance agreement.
19. The applicant or operator shall be required to enter into a development agreement with the Municipality to ensure the Construction and Demolition Materials Processing Facility complies with all relevant requirement of this Bylaw including any additional conditions of approval necessary to secure the objectives of this Bylaw, including provisions for financial guarantee to the cost of restoration of the site if deemed necessary by Council.
20. Council shall place any additional conditions for approval deemed necessary to secure the objectives of this Bylaw.

#### **Schedule P, Section 6 in D-ZB: DRM1 Development Regulations**

##### **Additional Site Development Standards for Construction and Demolition Materials Industries**

1. Front and flanking active area setbacks are measured from the centre of the road allowance
2. Where a front or flanking active area abuts a provincial highway, a greater active area setback maybe required.
3. Outdoor storage of any processed or unprocessed Construction and Demolition Materials shall only be permitted within the active area.
4. A minimum of 15 m (49 ft.) shall be reserved for a combination of landscaping and firebreak within the Buffer Area.

#### **D-ZB - Zones in which Construction and Demolition Materials Industries are allowed**

##### **Research**

Construction and Demolition Materials Processing Facility is considered to be a recycling activity and is not regulated by the Ministry of Environment or any other provincial and federal agencies. Therefore, majority of best practice research are derived from mostly guidelines or subdivision regulations of other Canadian provinces. Canadian provinces included in the best practice research are Alberta, Manitoba, Halifax, Newfoundland and Labrador, and Prince Edward Island.



## **Definitions**

The definition for Construction and Demolition Materials, Construction and Demolition Materials Processing Facility, Construction and Demolition Materials Residue, and Used Building Materials Retail Outlets are based on the Halifax Regional Municipality Bylaw L-200 respecting licencing of Construction and Demolition Materials Recycling and Disposal Operations. The definition and concept for Active Area and Buffer Area are derived from the draft Saskatchewan Environmental Code.

## **Minimum Separation Distance**

Minimum Separation distance for Construction and Demolition Materials Processing Facility as well as other related uses to any other uses varied from one province to another. In some province such as Alberta and Manitoba, separation distances are governed by the subject province's Subdivision Regulations while other provinces are governed by municipal bylaw or guidelines. Minimum separation distance ranged from 90 m (295.28 ft.) to 1000 m (3280.84 ft.). The median minimum separation distance is 300 m (984.25 ft.).

## **Measuring Separation Distance**

The method of measuring separation distance was from property boundary of the Construction and Demolition Materials Processing Facility and related uses to the property boundary of any other uses. However, within the draft Saskatchewan Environmental Code, the method of separation distance is allowed to be measured from the "waste footprint" or the areas designated for the disposal of waste within the property boundary.

## **Comprehensive Development Review (CDR) Required**

The requirement of a CDR to be completed in support of a use defined within the Construction and Demolition Materials Industries parallels the need for a CDR to be completed for a use defined within the Regional Waste Management Industries. This application condition ensures the proposed Construction Demolition Materials Industries can integrate successfully with existing developments in the immediate vicinity.

## **Standards for Development**

The standards for development for Construction and Demolition Materials Industry originated from the Halifax Regional Municipality Bylaw L-200 respecting licensing of Construction and Demolition Materials Recycling and Disposal Operations with amendments to reflect the R.M. of Corman Park development standards.

## **Zones in which Construction and Demolition Materials Industries are Allowed**

Construction and Demolition Materials Processing Facility is proposed to be considered under the Waste Management and Remediation Objective and Policies, hence the proposed use will only be allowed District Regional Waste Management 1 (DRM1) district. Used Building Materials Retail Outlet is an industrial use that may occur within an enclosed building or outdoors. The subject use is not anticipated to have any impacts spilling over to adjacent

properties. Therefore the use is proposed to be permissible in District Light Industrial 1 (DM1) district, District Heavy Industrial 2 (DM2) district, and District Regional Waste Management (DRM1) district.

**Recommendation**

“That the proposed amendments be accepted in their entirety and Administrations prepare bylaws for First Reading.”

**5. Adjournment:**

Respectfully Submitted,  
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**4. Other:****a. District Official Community Plan and District Zoning Bylaw – Textual Amendments – Construction and Demolition Materials Industries**

At the August 7 DPC meeting the Commission was presented with a report on proposed textual amendments to the District Official Community Plan (DOCP) and District Zoning Bylaw related to Construction and Demolition Materials Industries. The DPC deferred the matter for more information.

*Please refer to your August 7 DPC package for Background information.*

**Additional Research****Background**

The RM Planning Department has brought forward proposed amendments to the D-OCP and D-ZB for Construction and Demolition Materials Industries in the previous August 7, 2013 DPC meeting and DPC members had the following questions/concerns:

- I. Planning amendments should not be made as per request by application / applicants. It is not good planning principle. However, it is recognized that the need for amendments or regulations for certain use does arise from applications/ request from applicants;
- II. Separation distance for landfill that involves inert and organic waste is 457m. Operations that involve non-inert waste should not be less;
- III. The 457m separation distance is not adequate. There are complaints at the current clean fill site;
- IV. Separation distance measured from the active area rather than property boundary reduces the separation distance;
- V. The proposed Used Building Materials Retail Outlet use should not occur on the same site as the proposed Construction and Demolition Materials Processing Facility;
- VI. Noise and dust are major concerns;
- VII. Are there provisions for site coverage in the best practice municipality for zones that allow such use;
- VIII. What are the types and number of complaints for these Construction and Demolition Materials Facility in the best practice municipalities?

As such, the RM Planning Department would like to present the following information to satisfy the above questions/concerns.

**Method of Determining Setback: Measuring from Active Boundary vs. Property Boundary**

The buffer areas established by measuring from the active boundary and property boundary are illustrated in Figure 1 and 2 respectively within Appendix B.

The more similar the size of the active area to the size of the parcel area, the less difference in the separation distance created by both measuring methods.

## **Method of Determining Setback: Measuring to Use vs. Property Boundary**

The buffer areas established by measuring from the residential/recreational use and residential/recreational property boundary are illustrated in Figure 3 and 4 respectively within Appendix B.

The less similar the size of the residential/recreational use to the size of the residential/recreational parcel area, the greater the difference in separation distance created by both measuring methods.

## **Site Coverage and Site Area**

The definition for "Site Coverage" does not currently exist within the RMZB or DZB. Generally, site coverage means the total area of land covered by buildings or structures excluding eaves, steps, and similar projections.

Site coverage is a development regulation within a zoning bylaw. This development regulation tool is often utilized to secure open/amenity space within a site. The concept of site coverage is relative to site area. The allowable area for buildings or structures is not equivalent on a small site than to a large site when the same percentage of site coverage is applied. Therefore, site coverage will likely vary from district to district, and one municipality to another as site area requirements are likely not the same.

The Halifax Regional Municipality is the only relevant municipality example from our best practice research. The site coverage is 50% for Construction and Demolition Materials Transfer Station Zone, Construction and Demolition Materials Processing Facilities Zone, and Construction and Demolition Materials Disposal Sites Zone. The minimum site area for all Construction and Materials zones varies from 0.91 acres (0.37 ha.) to 2.75 acres (1.11 ha.).

## **Survey of Best Practice Municipality**

The proposed Construction and Demolition Materials Processing Facility use is a use that has not been specifically addressed in any municipal or provincial regulations. The proposed use is considered a recycling activity by the Saskatchewan Ministry of the Environment (MOE). As such, the R.M. of Corman Park's Planning Department deems the use to be less intrusive than landfills or transfer station which is regulated by the MOE and requires a separation distance of 457m.

The RM Planning Department with the aid of City of Saskatoon Future Growth Section Planning Staff has composed a survey to acquire additional information from best practice municipalities.

The contents of the survey are listed in Appendix A.

### **Results:**

Two of the six best practice municipalities have responded to the survey. The respondents were Halifax Regional Municipality (HRM) and Prince Edward Island (PEI). The summaries are as follows:

The HRM has municipal bylaw that licenses C&D facilities within the municipality. However, a landfill of any type including C&D has to be provincially permitted by the province of Nova Scotia. In the case of PEI, C&D landfills are regulated by the *Environmental Protection Act*, Waste Resource Management Regulations that came into effect in 2000. Site approvals are granted under the Environmental Impact Assessment process. Both municipalities require yearly permitting.

It should be noted that the M.O.E. currently does not regulate facilities of this type. However, if they were informed of an environmental impact due to the operation of this site, the M.O.E. would investigate.

In terms of separation distances, HRM has stated the distance was determined after a public consultation process. PEI determined the separation distance based on research of other municipalities and created more restrictive setbacks due to denser population.

The method of measuring setback distance varies from one municipality to another. PEI's Environmental and Regulatory Coordinator's opinion is that regulating based on operational boundary would be difficult as its invisible line may move up year after year. In his opinion, measuring from property boundary to the foundation of neighbouring residence would be the best option.

The number of complaints received was between 0-3 per year in HRM and varies in PEI (as the number of complaints are unknown, it is a fair assumption that there is not a significant number). The types of complaints include smell, noise, dust and nails on roads. In HRM, a large magnet was used to clean the nails off the road.

Experiences of C&D facility differs from one province to another. In Nova Scotia, the province is reviewing banning C&D debris from its landfill while the province of PEI has a moratorium on C&D sites. C&D sites are a political sensitive issue in PEI. The moratorium was put in place by the previous government due to public concerns on how one of the privately operated sites was operating.

### **Supplementary Information**

Due to the low number of responses from best practice municipalities, supplementary information for setbacks is provided through the tables below. There is no additional information to the number or types of complaints received by best practice municipalities that did not respond to the survey.





### **Zones in which Used Building Materials Outlet is allowed**

Used Building Materials Retail Outlet will not be considered as a listed use within the District Regional Waste Management 1 (DRM1) district as previously proposed within the August 7, 2013 report due to public safety concerns. The subject use will be permitted in District Light Industrial 1 (DM1) and District Heavy Industrial 2 (DM2) district only.

### **Analysis**

As indicated in Table 2 and Table 3, the available information depicts Construction and Demolition Materials landfill requires less separation distance than solid waste landfill. The median separation distance utilized for Construction and Demolition landfill is 300m. The method of measuring separation distance from both active area and property boundary are utilized. The available information indicated complaints are minimal.

Based on the additional information provided in this report, the R.M. of Corman Park's Planning Department's previous recommendation as presented in the August 7, 2013 DPC report remains appropriate for the proposed use. An amendment to the previous recommendation will be the elimination of Used Building Materials Outlet within the District Regional Waste Management 1 (DRM1) district.

### **Recommendation**

"That the proposed amendments be accepted in their entirety and Administrations prepare bylaws for First Reading."



## Appendix A

### Survey to Best Practice Municipalities

The survey was conducted via email correspondence and was sent to waste management/environmental departments in the province of Alberta, Manitoba, Nova Scotia, Prince Edward Island, Newfoundland and Labrador, New Brunswick on August 9, 2013.

All of the surveyed provinces do not have regulations for the specific Construction and Demolition Materials Processing use. However, some of the provinces or municipality does have regulations and licensing requirements for Construction and Demolition Materials disposal site/landfill.

Dear whom it may concern,

Our municipality is currently conducting research into Construction and Demolition (C&D) Recycling Facility and would like your input on the following information.

1. Does your municipality or province have any guidelines/regulations in regards to the operation of a C&D recycling facility? If so, when were these guidelines/regulations implemented?
2. Does your municipality or province require permitting or approvals to C&D Recycling Facility? If so, how long are the approvals for?
3. What is the minimum separation distance for a Construction and Demolition Recycling Facility to a residential, institutional or recreational use?
4. How was the minimum separation distance determined? Was the minimum separation distance based on other municipalities' municipal bylaw, subdivision regulation, etc.?
5. What is the method of determining minimum separation distance and what is the reasoning behind this method? Is it from property boundary to property boundary, operational boundary to property boundary, etc.?
6. Are there any setback distance from the outdoor activities of the C&D Recycling Facility to the property line? If so, what is the basis for these setbacks?
7. Have there been any complaints about the C&D Recycling Facility? If so, what is the nature of the complaints?
8. How many complaints are documented on an annual basis and what are the percentages of the complaints related to?
9. What are the thresholds for determining if a complaint is valid? I.e. Is there a decibel level for noise impacts? Is there any indicator for air quality?
10. How were the complaints mediated?
11. What are some successes or ramifications from your municipality or province's guidelines/regulations for C&D Recycling Facility?

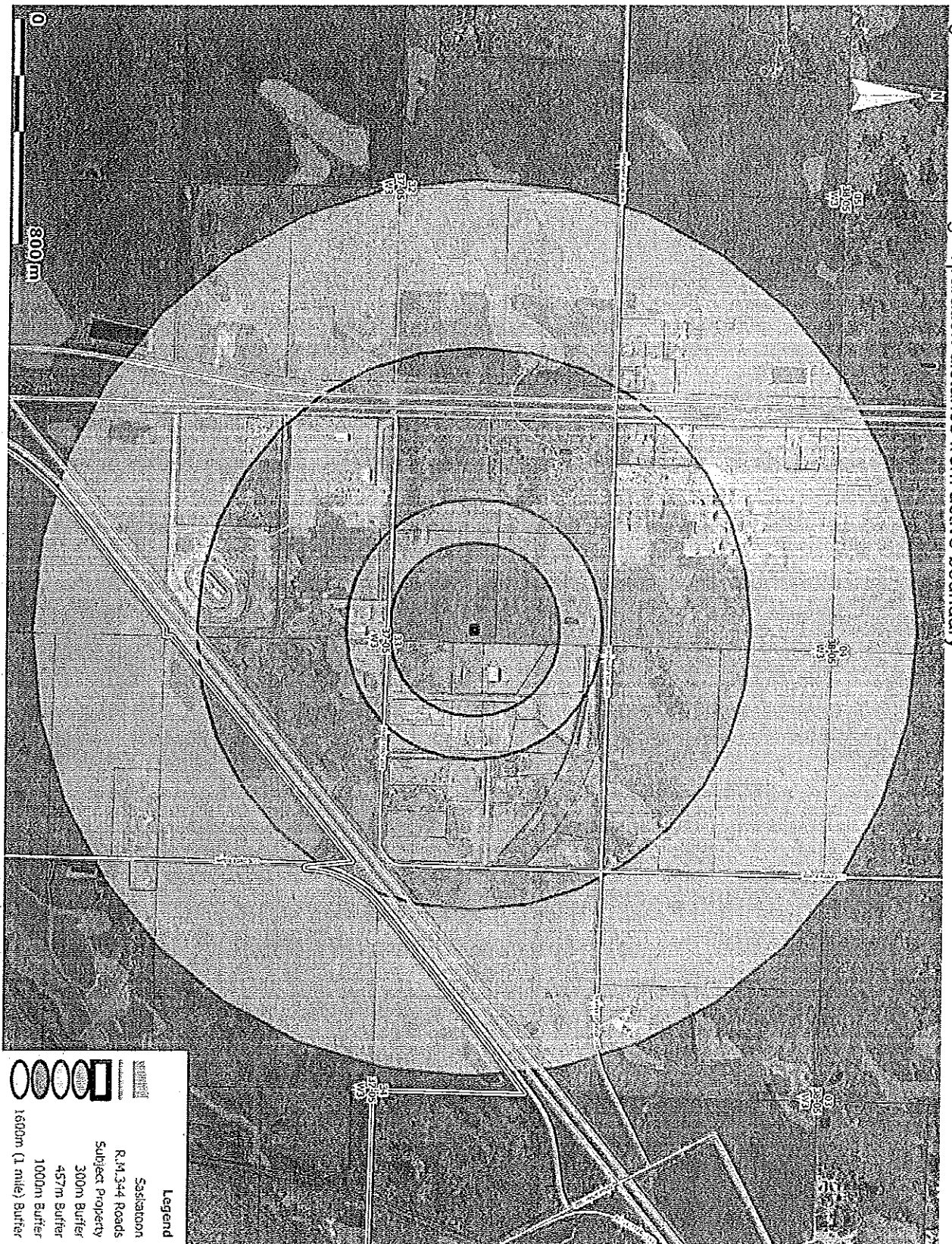
12. Are there plans in the near future to review the guidelines and regulations for the operation of C&D Recycling Facility?

13. What changes would your municipality or province make to enhance the operation of new or existing C&D Recycling Facility?

Thank you so much for your time and consideration.

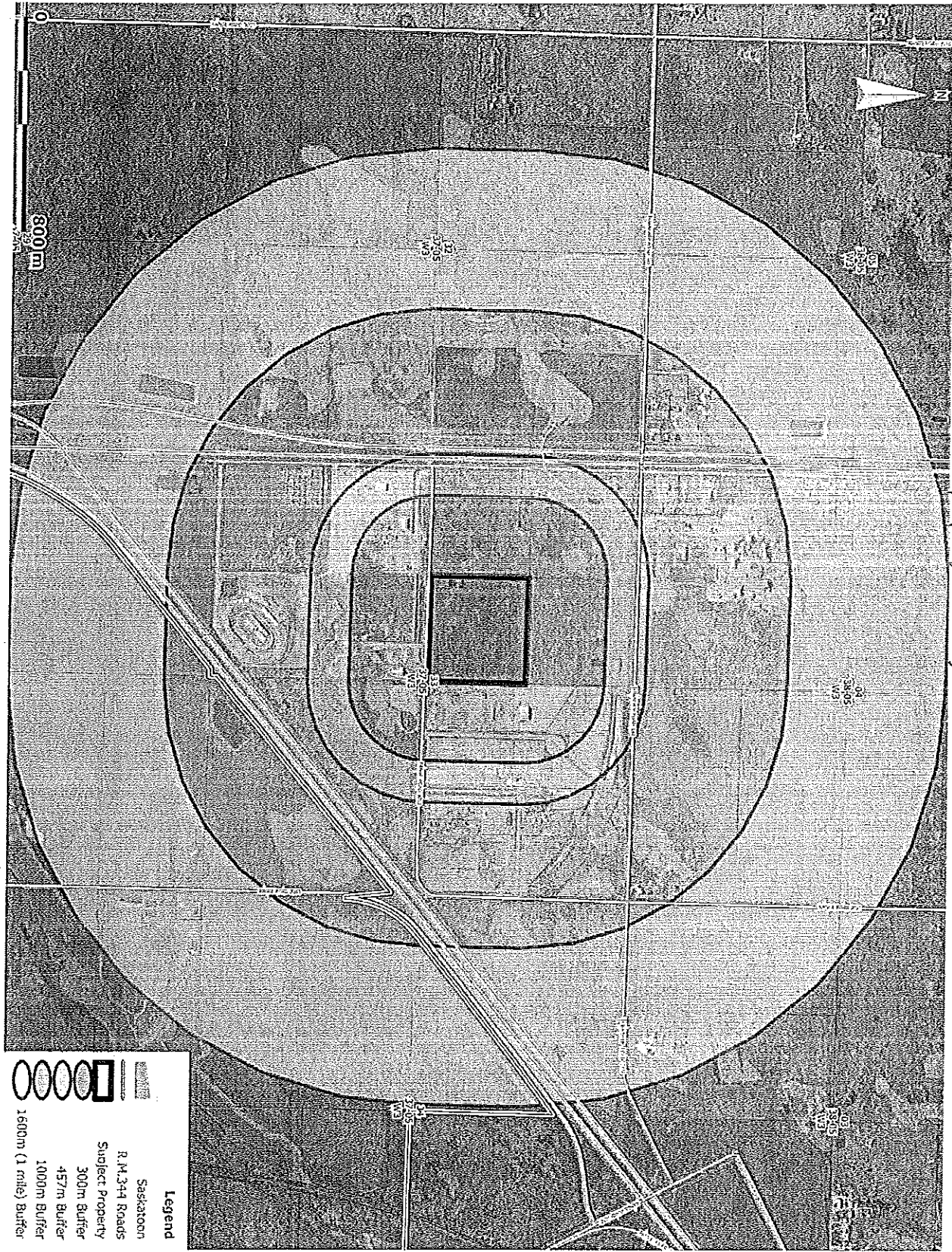
Appendix B

Figure 1 – Determining separation distance from active boundary



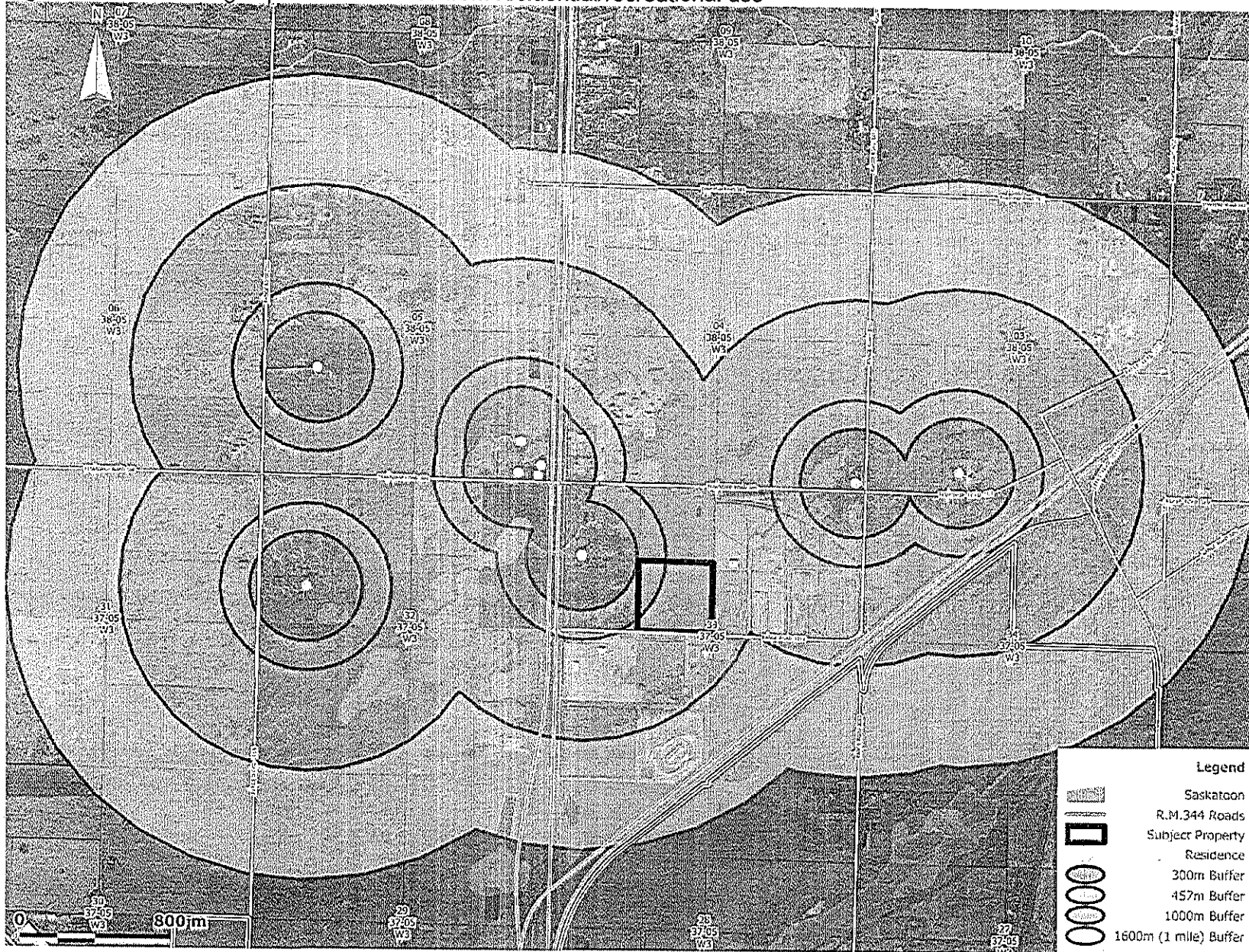
Appendix B

Figure 2 – Determining separation distance from property boundary



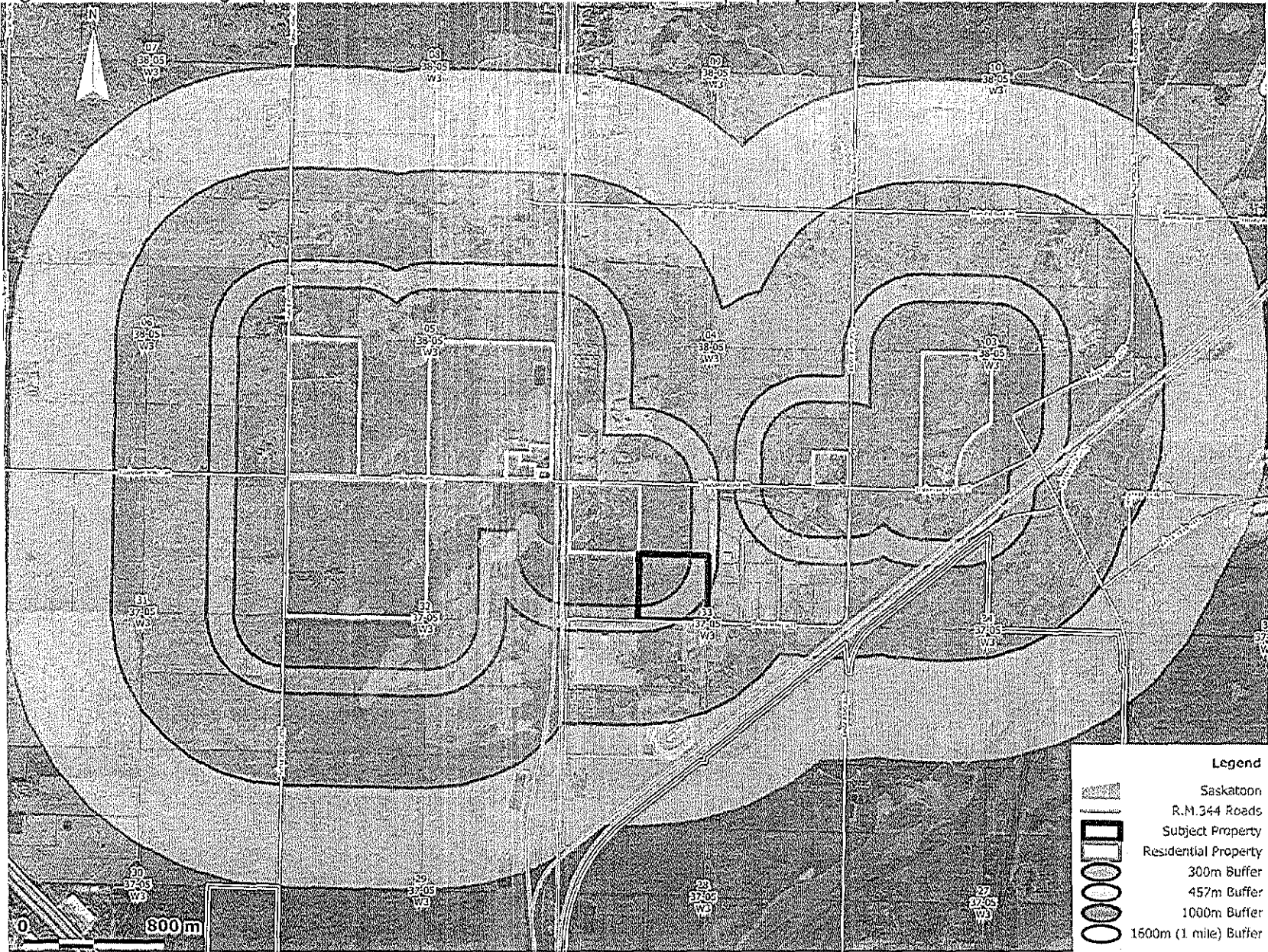
## Appendix B

Figure 3 – Determining separation distance from residential/recreational use



# Appendix B

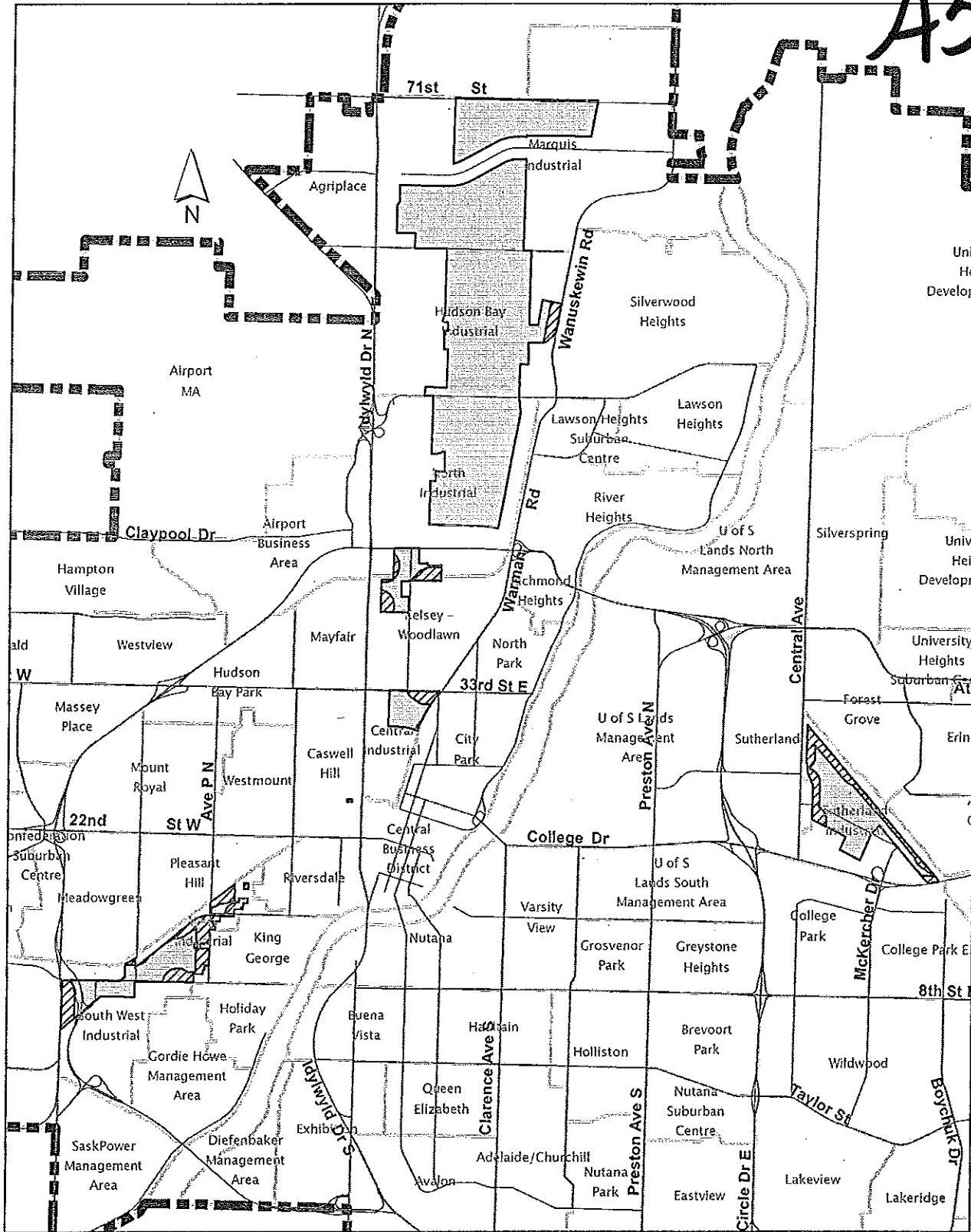
## Figure 4 – Determining separation distance from residential/recreational property boundary






# Adult Entertainment Venues Land Use Reference Map

IH District Only

A3



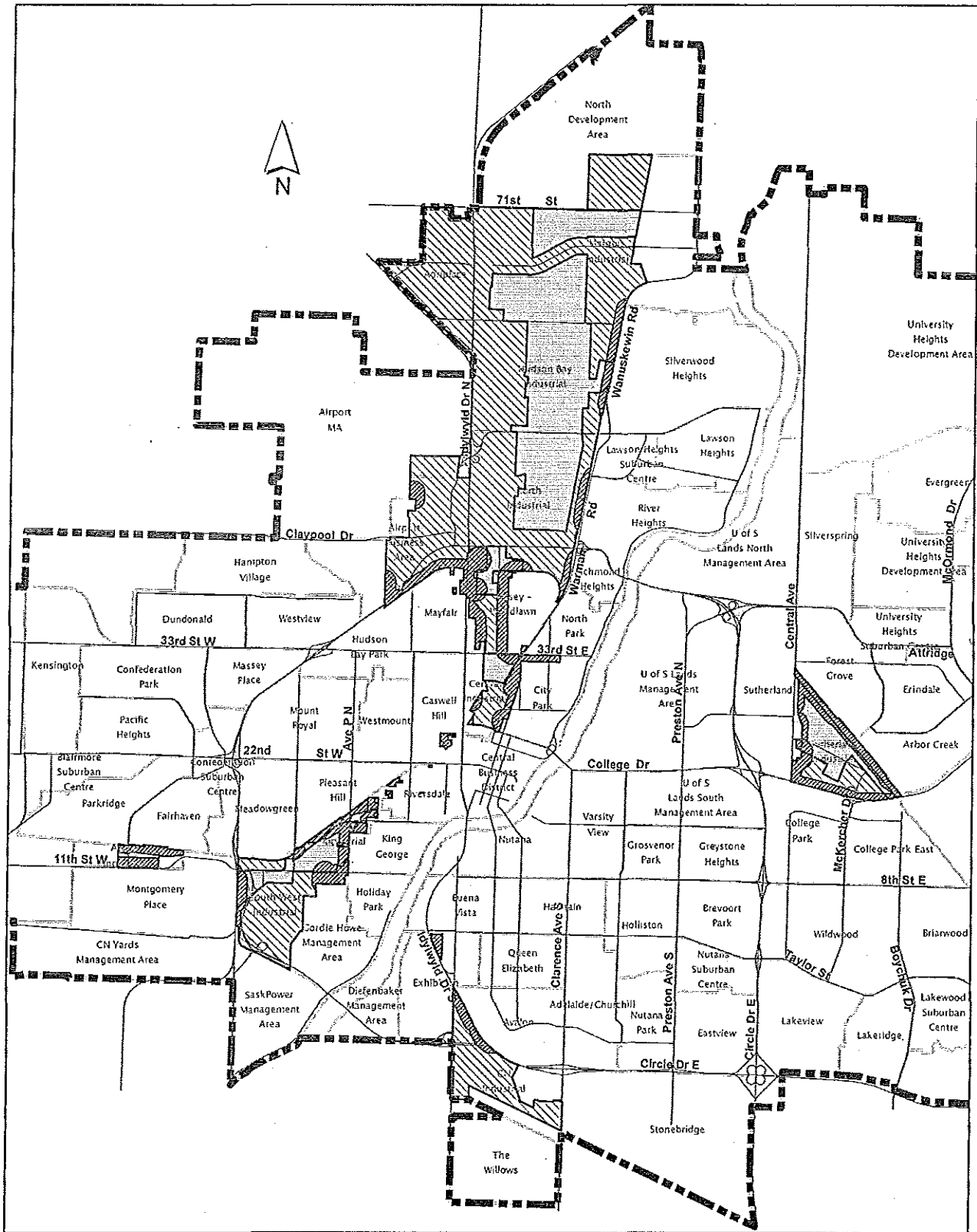
**Legend**

-  Residential 160m Buffer
-  Permitted Use - IH District
-  Neighbourhoods







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# Adult Entertainment Venues Land Use Reference Map IL1 and IH Districts



## Legend

-  Residential 160m Buffer
-  Discretionary Use - IL1 District
-  Permitted Use - IH District
-  Neighbourhoods



**City of Saskatoon**  
Community Services  
Planning & Development Branch  
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September 24, 2013  
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**CONTRACT AWARD REPORT**  
**Contracts \$50,000 - \$75,000**  
**For the Period May 1, 2013 to August 31, 2013**

Date	Project Title	Department	Contractor/Supplier	Contract Amt	Purchase Method
13/05/01	Accounting Services	Corporate Services	KPMG	\$ 55,500.00	Competitive
13/05/06	Concrete Street Light Bases	Utility Services	Expocrete	\$ 57,959.00	Competitive
13/05/06	Sewer Cleaning	Infrastructure Services	Culebra Sewer & Drain Cleaning	\$ 59,500.00	Competitive
13/05/10	Non-Shrink Backfill	Utility Services	Cindercrete Mining Supply Ltd.	\$ 65,000.00	Competitive
13/05/27	Potassium Permanganate	Utility Services	Cleartech	\$ 74,000.00	Competitive
13/05/29	Radio Parts	Infrastructure Services	Motorola Solutions Canada Inc.	\$ 75,000.00	Competitive
13/05/31	Water Heaters at Credit Union Centre	Infrastructure Services	Metro Mechanical Inc.	\$ 68,827.50	Competitive
13/06/05	Man Hole Barrels / Grade Rings	Corporate Services	Expocrete	\$ 66,200.00	Competitive
13/06/11	Skid Steer & Trucking Service	Infrastructure Services	Maxies Excavating Ltd.	\$ 50,000.00	Sole Source
13/06/11	Skid Steer & Trucking Service	Infrastructure Services	Trench Ex	\$ 50,000.00	Sole Source
13/06/13	Equipment Rental - Grader	Infrastructure Services	Kramer Ltd.	\$ 57,222.00	Competitive
13/06/13	Slope Mowing & Maintenance	Infrastructure Services	ULS Maintenance & Landscaping	\$ 70,000.00	Competitive
13/06/13	Tasers	Police	M. D. Charlton Company Ltd.	\$ 71,110.56	Competitive
13/06/18	Street Light Fixtures	Utility Services	Eecol Electric (Sask) Inc.	\$ 61,947.13	Competitive
13/06/21	VMWare	Utility Services	Esti Consulting Services	\$ 62,694.32	Competitive
13/06/31	5 Channel FIA System	Utility Services	ATS Scientific Inc.	\$ 65,463.42	Sole Source
13/07/05	Surveying Services - Kensington - Phase 4	Community Services	Compass Geomatics	\$ 64,739.85	Competitive
13/07/08	Laboratory Testing Services	Utility Services	Sask Research Council	\$ 52,250.00	Competitive
13/07/08	LANSpan Service	Corporate Services	Sask Tel CMR	\$ 63,000.00	Sole Source
13/07/10	Upgrade Reflex Land Management System	Community Services	Tri-Global Solutions Group Inc.	\$ 67,914.00	Sole Source
13/07/10	Recreation Building Re-Roofing	Infrastructure Services	Flynn Canada Ltd.	\$ 71,877.75	Competitive
13/07/15	20th Street Streetscape Furniture	Community Services	Redekop Manufacturing Inc.	\$ 59,178.00	Competitive
13/07/16	Tree Pruning Services - Back Alleys	Infrastructure Services	Grant's Tree Service	\$ 54,600.00	Competitive
13/07/18	Dust Suppression Services	Infrastructure Services	McGills Industrial Services	\$ 69,600.00	Competitive
13/07/18	Compact SUVs	Infrastructure Services	Auto Clearing (1982) Ltd.	\$ 74,553.90	Competitive
13/07/18	Concrete Fencing - Rosewood	Community Services	Wilco Contractors Southwest Inc.	\$ 74,998.86	Sole Source
13/07/25	Aluminum Railings	Infrastructure Services	Luna Metal Works Ltd.	\$ 72,681.00	Competitive
13/08/01	Columns Lift	Utility Services	Keller Equipment Supply Ltd.	\$ 55,935.00	Sole Source
13/08/07	Trucking Assistance for Back Alleys	Infrastructure Services	Excel Excavating Inc.	\$ 69,000.00	Competitive
13/08/09	16 ft Dump Box w/hoist	Infrastructure Services	Commercial Truck Equipment Co.	\$ 69,179.00	Competitive
13/08/09	15 ft Dump Box c/w hoist	Infrastructure Services	Commercial Truck Equipment Co.	\$ 59,565.00	Competitive
13/08/13	Fitness Equipment	Police	Fitness Solutions	\$ 54,044.49	Competitive
13/08/13	Fitness Equipment	Police	Western Fitness Equipment	\$ 67,127.50	Competitive
13/08/30	North 40 Line Flushing	Utility Services	McGills Industrial Services	\$ 67,208.19	Sole Source

contract award 2013 May 1 - Aug 31 Attach 1.xls

B1

ATTACHMENT 1

B2

## Funding Agreement

This Agreement is made in triplicate this 1<sup>st</sup> day of January, 2013.

Between:

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

and

**Saskatoon Regional Economic Development Authority Inc.**, a non-profit membership corporation carrying on business in the Province of Saskatchewan ("SREDA")

**Whereas:**

- A. The City has a municipal interest in the economic development, growth and diversification of the economy in the City of Saskatoon.
- B. The City recognizes the importance of promoting growth in existing businesses and encouraging new businesses to locate in the City of Saskatoon.
- C. The City wishes to participate in economic development activities, and to be represented locally, regionally, nationally and internationally on economic development issues, and to engage SREDA to provide economic development services and representation, and to act as a regional economic development authority.
- D. SREDA wishes to provide economic development services and representation, and to act as the regional economic development authority for the remuneration, and in the manner hereinafter set out.
- E. The parties have a long history in this area, the current agreement has expired and the parties wish to both renew the agreement and refine the terms of the relationship.

Therefore, the City and SREDA agree as follows:

### **Provision of Services**

- 1. SREDA shall provide to the City the services contained in this Agreement in a manner consistent with the promotion of the City's interests within the regional authority, and at levels agreed upon by the City and SREDA. The services provided

shall be consistent with both the City's strategic plan, in particular, the Economic Diversity and Prosperity strategic goal, and SREDA's strategic goals and shall include, but will not be restricted to, the following:

- (a) communicating with local businesses to identify business opportunities;
  - (b) providing assistance to local businesses and engaging in activities designed to promote local businesses outside the community;
  - (c) providing advice and assistance to the civic administration and local agencies in business and developmental issues;
  - (d) assisting businesses planning to relocate or establish new facilities within the community;
  - (e) representation of the City of Saskatoon on economic development issues at the federal and provincial levels of government, and with all business organizations;
  - (f) preparation of and distribution of promotional materials;
  - (g) representation of the City of Saskatoon at conferences, promotional events and trade shows;
  - (h) annual review and update of an economic development strategy; or
  - (i) collection and compilation of relevant statistical information.
2. The City shall measure SREDA's performance based on the performance measures and targets that are approved by both SREDA's Board of Directors and City Council on an annual basis, no later than December 15.
  3. SREDA shall provide information and reporting to City Council as may be required from time to time, and on the following regular basis:
    - (a) an annual report containing audited financial statements for the preceding year and information on SREDA activities by no later than May 31; and

- (b) an annual fall update, no later than December 15, including presentation of SREDA's strategic and business plans and budget for the subsequent year.

### **Term of Agreement**

- 4. The City and SREDA agree that the term of the Agreement shall be five consecutive years, commencing January 1, 2013 and ending December 31, 2017 (the "Term"), and further agree that the Agreement may be renewed for a further five-year term, subject to the parties reaching agreement on the terms of any such renewal.

### **Payment to SREDA**

- 5. (1) In return for SREDA performing the tasks set out in this Agreement, the City shall pay to SREDA, for the provision of the services outlined in this Agreement, an annual fee as follows:
  - (a) 2013: \$540,700;
  - (b) 2014: \$594,600;
  - (c) 2015: \$648,500; and
  - (d) 2016: \$702,600.
- (2) The City shall also provide a bonus payment of up to \$125,000, annually, based on the successful achievement of the agreed-upon annual performance measure targets.
- (3) For the purposes of section 5(2) above, the parties agree that each performance measure will be weighted for the purposes of the bonus payment calculation. SREDA shall be required to either meet or exceed the targets in order to receive the full weighting. If the result is less than the target, the weighting will be pro-rated accordingly, and the process for this is further and better described in section 5(6).
- (4) The City and SREDA, as part of the reporting requirements set forth in section 3 of this Agreement, shall agree upon a set of performance measures that SREDA shall seek to achieve in the subsequent year and SREDA shall report on its achievement of the performance measures in the preceding year.

- (5) If the City and SREDA agree that SREDA has met, in any year, the performance measures, then the bonus payment shall be provided by the City to SREDA in a reasonable period of time.
- (6) If the City and SREDA cannot reach agreement on whether all the performance measures have been achieved then the parties, acting reasonably, shall meet and negotiate what level or degree of performance has been achieved and the City shall provide SREDA with a pro-rated bonus payment based on the level or degree of performance achieved within a reasonable time.
- (7) If the parties cannot reach agreement on either the performance measures for the subsequent year or the level or degree of performance achieved in the preceding year, the parties acting reasonably, shall negotiate a suitable mediation protocol for the resolution of such matters, failing which this Agreement shall terminate.

#### **Use of Funds**

6. SREDA shall use the funds it receives only for those activities permitted by its Articles of Incorporation, and only for the performance of the tasks as set out in this Agreement.

#### **No Changes to Articles of Incorporation of SREDA**

7. During the term of this Agreement, SREDA shall not amend its Articles of Incorporation or Bylaws without the consent of the City, which consent shall not be unreasonably withheld.

#### **Separate Corporation**

8. (1) The City and SREDA acknowledge and agree that SREDA is a separate corporation, not affiliated with the City and that the City is not responsible for any debts or obligations incurred by SREDA.
- (2) Further, the parties acknowledge and agree that SREDA and its officers, directors, and staff are intended to be an independent contractor, and that this Agreement is not intended to and does not create any partnership between them for any purposes. The parties acknowledge and agree that they are not

entitled to and shall not make any representations on behalf of the other party or enter into any contract on behalf of the other party.

### **Provision of Information by the City**

9. The City shall make available, at no charge, the necessary information to SREDA including, but not limited to:
  - (a) GIS mapping;
  - (b) statistical data on the City;
  - (c) data bases; or
  - (d) publications.

### **Records and Information**

10. (1) SREDA shall keep an accurate and detailed record of the following:
  - (a) its activities described in section 1 of this Agreement;
  - (b) requests for responses and action taken; and
  - (c) any other reasonable information as the City may require.
- (2) All records shall be open for inspection by the City, its employees, and agents at all reasonable times.
- (3) SREDA shall report on any other fees collected, or grants it receives.
- (4) SREDA shall provide the City with audited financial statements for the services no later than May 31 in any year. As well, upon the City's request, SREDA shall provide to the City or its representatives annual audited statements of income and expenses, including an external auditor's management letter or such other additional details as the City may reasonably require.
- (5) The parties acknowledge and agree that SREDA's service is the City's service which is funded by the City and that all records and information kept

and compiled under the terms of this Agreement are the City's records and information.

- (6) SREDA shall keep any records required by this Agreement for not less than seven years from the date of the creation of the record.
- (7) The City agrees it shall keep any information that SREDA provides secure and confidential.

### **Indemnity**

- 11. (1) SREDA assumes all risks associated with the services it is performing and SREDA shall at all time save, defend, hold harmless and fully indemnify the City for any claim made by SREDA, it servants, agents, employees or customers or any other third party for personal injury or property damage suffered on or about the land or building or otherwise, caused by the negligence of SREDA or its employees.
- (2) The City shall not be liable for or in any way responsible to SREDA:
  - (a) for any loss or damage howsoever caused to the property of SREDA or any other person relating to SREDA services; and/or
  - (b) in respect of any damages, death or injury of any person arising from any occurrence relating to SREDA services.

### **Insurance**

- 12. (1) During the term of this Agreement, SREDA shall purchase and maintain a public liability insurance policy on an amount not less than \$2,000,000.00 and shall provide proof of the existence of such insurance policy to the City. The insurance policy shall name the City as additional insured and will contain such terms as the City may deem advisable and will be with such company which the City may deem advisable.
- (2) SREDA further agrees that if it does not satisfy the City of its insurance coverage, the City has the right to place such insurance and collect the premium from SREDA as a charge to be deducted from the payments SREDA receives from the City.

## Notices

13. All notices required under this Agreement shall be in writing and delivered by hand to the party for which it is intended, sent by fax, e-mail or similar form of transmitted message or sent by prepaid courier directed to such party at the address indicated below, or at such other address as either party may stipulate by notice to the other. Any notice delivered by hand or prepaid courier shall be deemed to be received on the date of actual delivery thereof. Any notice so sent by fax, e-mail or similar form of transmitted message shall be deemed to have been received on the next business day following transmission.

(a) To the City:

Office of the City Clerk  
City Hall  
222 - 3rd Avenue North  
Saskatoon SK S7K 0J5  
Facsimile: (306) 975-2784

(b) To SREDA:

Saskatoon Regional Economic Development Authority Inc.  
Suite 103, 202 - Fourth Avenue North  
Saskatoon SK S7K 0K1  
Attention: Tim LeClair  
Facsimile: (306) 244-5033

## Assignment

14. This Agreement shall not be assigned.

## Default

15. If SREDA should default in the performance of any of the provisions herein contained, and should fail to remedy such default within 30 days' of receiving written notice of it, or should make an assignment for the benefit of creditors or become bankrupt or insolvent, this Agreement may, at the option of the City, be terminated by the City giving notice to that effect, in writing, to SREDA.



### **Termination**

16. Each party may terminate this Agreement by giving to the other party six months written notice.

### **Severance**

17. It is intended that all the provisions of this Agreement shall be fully binding upon each of the parties, but in the event that any particular provision or provisions or part of one is found to be invalid, then that particular provision or provisions or part of such a provision shall be deemed to be severed from the remainder of this Agreement and all other provisions shall remain in full force and effect.

### **Entire Agreement**

18. This Agreement constitutes the entire agreement between the parties. SREDA acknowledges that there are no collateral agreements or representations, warranties, promises or inducements not embodied herein and that if any act or statement of the City might be construed as a collateral agreement or representation or warranty or promise or inducement, that the same has not been relied upon by SREDA. This Agreement supersedes any prior agreement made between the parties.

### **Agreement Binding**

19. This Agreement and the rights and obligation of each party shall enure to the benefit of and shall be enforceable by and against either party and their respective successors, successors in interest and permitted assigns.

### **Amendments to Agreement**

20. No amendments to this Agreement are valid or authorized unless made in writing duly executed by both parties.

### **Time**

21. Time shall be of the essence of this Agreement.

**Laws of Saskatchewan**

22. The parties agree that the laws of Saskatchewan shall apply to the interpretation of this Agreement.

In Witness Whereof the City and SREDA have caused this Agreement to be signed and sealed as of the day and year first above written.

**The City of Saskatoon**

\_\_\_\_\_  
Mayor

c/s

\_\_\_\_\_  
City Clerk

**Saskatoon Regional Economic Development Authority Inc.**

\_\_\_\_\_  
\_\_\_\_\_  
c/s

## Affidavit Verifying Corporate Signing Authority

Canada )  
Province of Saskatchewan )  
To Wit: )

I, \_\_\_\_\_, of the City of Saskatoon, in the  
Province of Saskatchewan, <sup>(Name)</sup> \_\_\_\_\_, make oath and say:  
<sub>(Position Title)</sub>

1. I am an officer or director of the corporation named in the within instrument.
2. I am authorized by the corporation to execute the instrument without affixing a corporate seal.

Sworn before me at the City of Saskatoon, )  
in the Province of Saskatchewan, this \_\_\_\_\_ )  
day of \_\_\_\_\_, \_\_\_\_\_ )

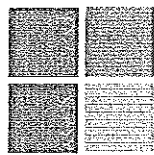
\_\_\_\_\_  
A Commissioner for Oaths for Saskatchewan. )  
My commission expires \_\_\_\_\_ )  
(or) Being a solicitor. )

\_\_\_\_\_  
(Signature)

<u>Strategic Goal</u>	<u>Objective</u>	<u>Measure</u>	<u>Target</u>	<u>Result</u>	<u>Rating</u> (not met, met, exceeded)	<u>Weighting</u>
<b>Building Economic Intelligence (25%)</b>	Build a greater capacity and understanding of the Saskatoon Economy	Economic Map document a. ID sectors that will drive the regional economy b. Update SWOT to identify actions required to maximize economic growth c. Develop long-term strategy to grow economy with needed actions.	August 2013 (item c to be a draft at this time, finalized by November)  <i>Future years measure success of forecast and strategy</i>			Not applicable for bonus calculation
<b>Business Attraction—Create a sustainable economy for Saskatoon and region (25%)</b>	Attract business and investment to the Saskatoon region (Direct SREDA Involvement)  <i>**2013 to be set as a benchmark year for future target numbers</i>	# of businesses attracted to the Saskatoon region	3% of total qualified leads			20%
		Dollar value of investment	\$25,000,000			20%
		# of jobs created	to be kept as informational piece			Not applicable for bonus calculation
<b>Business Retention &amp; Expansion—Ensure opportunities to expand our business base are not missed (25%)</b>	Actively support the business community with knowledge expertise and services to help them grow and expand	# of businesses expanded, utilizing the incentives/tax abatement program	3 <i>(17 in 2011/2012)</i> <i>Note: One application to date</i>			15%
		New building permits <i>\$1.1 Billion in 2012 (record breaking year)</i>	5% growth year over year.			5%
		# of business licences	1% growth			15%

		Net jobs created (10,000 in 2012 – 6.4% over 2011)	Target 8,000 in 2013 (3.6%)			15%
<b>Organizational Effectiveness (25%)</b>	Build support for SREDA's mandate through key stakeholders	PSI Funding Growth  <i>**Three year result plan</i>	<u>Year One:</u> Achieve budgeted 2013 PSI support  <u>By end of Year Three:</u> 15%			Not applicable for bonus calculation
		City Funding Growth  <i>**Three year result plan</i>	<u>Year One:</u> Establish a funding formula in which the population portion is updated  <u>Year Three:</u> Grow City funding to meet that of the national average			Not applicable for bonus calculation
	Support the business community by representing SREDA at public forums and sector specific initiatives	# of formal requests/processes: 10			5%	
	Create financial certainty for longer term organizational planning cycles	Maintain budget compliance within the parameters set by strategy and operational planning cycle	Bottom line budget of \$1,131,666			not applicable for bonus calculation
	Build a highly successful and motivated team	Set yearly employee goals and objectives in individual performance plans	90% cumulative completion rate on employee performance plans			5%

B3



Microsoft

## Enterprise Agreement

# Program Signature Form

MBA/MBSA number	U3423948	6-6HJOAWAUB
Agreement number	75E60587	

**Note:** Enter the applicable active numbers associated with the documents below. Microsoft requires the associated active number be indicated here, or listed below as new.

For the purposes of this form, "Customer" can mean the signing entity, Enrolled Affiliate, Government Partner, Institution, or other party entering into a volume licensing program agreement.

This signature form and all contract documents identified in the table below are entered into between the Customer and the Microsoft Affiliate signing, as of the effective date identified below.

Contract Document	Number or Code
<Choose Agreement>	Document Number or Code
<Choose Agreement>	Document Number or Code
<Choose Agreement>	Document Number or Code
<Choose Agreement>	Document Number or Code
<Choose Agreement>	Document Number or Code
Enterprise Enrollment	X20-01087 (New)
<Choose Enrollment/Registration>	Document Number or Code
<Choose Enrollment/Registration>	Document Number or Code
<Choose Enrollment/Registration>	Document Number or Code
<Choose Enrollment/Registration>	Document Number or Code
Customer Price Sheet	0087098.001 (New)
Product Selection Form	0087098.001 PSF (New)
Online Services Supplemental Terms and Conditions	X20-03011 (New)
Commodity Tax Terms & Conditions	X20-06068 (New)
Amendment	CTM (New)
Amendment	9B3 (New)
Amendment	M78 (New)
Amendment	M71 (New)

By signing below, Customer and the Microsoft Affiliate agree that both parties (1) have received, read and understand the above contract documents, including any websites or documents incorporated by reference and any amendments and (2) agree to be bound by the terms of all such documents.

Customer
Name of Entity (must be legal entity name)* City of Saskatoon
Signature* _____
Printed First and Last Name*
Printed Title*
Signature Date*
Tax ID

\* indicates required field

Microsoft Affiliate
Microsoft Licensing, GP
Signature _____
Printed First and Last Name
Printed Title
Signature Date (date Microsoft Affiliate countersigns)
Effective Date (may be different than Microsoft's signature date)

Optional 2<sup>nd</sup> Customer signature or Outsourcer signature (if applicable)

Customer
Name of Entity (must be legal entity name)*
Signature* _____
Printed First and Last Name*
Printed Title*
Signature Date*

\* indicates required field

Outsourcer
Name of Entity (must be legal entity name)*
Signature* _____
Printed First and Last Name*
Printed Title*
Signature Date*

\* indicates required field



If Customer requires physical media, additional contacts, or is reporting multiple previous Enrollments, include the appropriate form(s) with this signature form.

After this signature form is signed by the Customer, send it and the Contract Documents to Customer's channel partner or Microsoft account manager, who must submit them to the following address. When the signature form is fully executed by Microsoft, Customer will receive a confirmation copy.

**Microsoft Licensing, GP**  
Dept. 551, Volume Licensing  
6100 Neil Road, Suite 210  
Reno, Nevada 89511-1137  
USA

<p><b>Prepared By:</b> John Green john.green@acrodex.com</p>
--

**Microsoft Volume Licensing - Customer Price Sheet - Final Pricing**

Quote Number:	0087098.001	Payment Schedule:	Annual
Creation Date:	2013-08-28	Billing currency:	CAD
Effective Duration:	30 days	Term Of Agreement:	5 Years
Enrollment number:		Opportunity ID:	6-6HJOAWAUB

**Direct Enterprise Enrollment - Renewal Quote**

**Customer Contact**

Kevin Peacock	City of Saskatoon
Phone: (306)-975-3273	222 - 3rd Avenue North
Fax: (306)-975-2832	Saskatoon, SK, Canada, S7K 0J5
kevin.peacock@saskatoon.ca	

**Partner Contact(s)**

<b>Software Advisor</b>	
Software Administrator	Acrodex Inc
Phone: 780-426-4444	11420 170 Street,
Fax: 780-451-1735	Edmonton, AB, Canada, T5S 1L7
software@acrodex.com	

**Microsoft Contact**

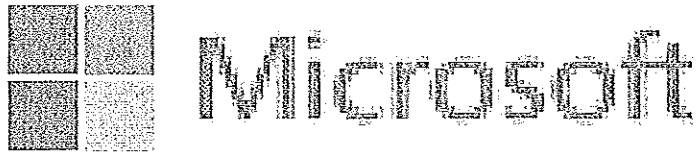
Rob McMillan  
rob.mcmillan@microsoft.com

**New Purchases**

**Purchase Order Information**

Sections	Purchase Order Number	Purchase Order Date
Section 1		
Section 2		
Section 3		

Quote Summary	
Summary Item	Totals (CAD)
Total deal value (5 Years)	2,892,143.55
Total Credit Amount	691.76
Total Payment Year 1	578,544.27
Total Payment Year 2	579,236.04
Total Payment Year 3	579,236.04
Total Payment Year 4	577,563.60
Total Payment Year 5	577,563.60



# Enterprise Application Platform Agreement

# Program Signature Form

MBA/MBSA number	U3423948	6-6UDMPALEJ
Agreement number	75E60587	

**Note:** Enter the applicable active numbers associated with the documents below. Microsoft requires the associated active number be indicated here, or listed below as new.

For the purposes of this form, "Customer" can mean the signing entity, Enrolled Affiliate, Government Partner, Institution, or other party entering into a volume licensing program agreement.

This signature form and all contract documents identified in the table below are entered into between the Customer and the Microsoft Affiliate signing, as of the effective date identified below.

Contract Document	Number or Code
<Choose Agreement>	Document Number or Code
<Choose Agreement>	Document Number or Code
<Choose Agreement>	Document Number or Code
<Choose Agreement>	Document Number or Code
<Choose Agreement>	Document Number or Code
Enrollment for Application Platform	X20-06366 (New)
<Choose Enrollment/Registration>	Document Number or Code
<Choose Enrollment/Registration>	Document Number or Code
<Choose Enrollment/Registration>	Document Number or Code
<Choose Enrollment/Registration>	Document Number or Code
Customer Price Sheet	0104481.002 (New)
Online Services Supplemental Terms and Conditions	X20-03011 (New)
Commodity Tax Terms & Conditions	X20-06068 (New)
Product Selection Form	X20-06373 (New)
Amendment	CTM (New)
Amendment	M161 (New)
Amendment	M71 (New)

By signing below, Customer and the Microsoft Affiliate agree that both parties (1) have received, read and understand the above contract documents, including any websites or documents incorporated by reference and any amendments and (2) agree to be bound by the terms of all such documents.

**Customer**

Name of Entity (must be legal entity name)\* City of Saskatoon

Signature\* \_\_\_\_\_

Printed First and Last Name\*

Printed Title\*

Signature Date\*

Tax ID

*\* indicates required field*

**Microsoft Affiliate**

Microsoft Licensing, GP

Signature \_\_\_\_\_

Printed First and Last Name

Printed Title

Signature Date  
(date Microsoft Affiliate countersigns)

Effective Date  
(may be different than Microsoft's signature date)

Optional 2<sup>nd</sup> Customer signature or Outsourcer signature (if applicable)

**Customer**

Name of Entity (must be legal entity name)\*

Signature\* \_\_\_\_\_

Printed First and Last Name\*

Printed Title\*

Signature Date\*

*\* indicates required field*

**Outsourcer**

Name of Entity (must be legal entity name)\*

Signature\* \_\_\_\_\_

Printed First and Last Name\*

Printed Title\*

Signature Date\*

*\* indicates required field*

If Customer requires physical media, additional contacts, or is reporting multiple previous Enrollments, include the appropriate form(s) with this signature form.

After this signature form is signed by the Customer, send it and the Contract Documents to Customer's channel partner or Microsoft account manager, who must submit them to the following address. When the signature form is fully executed by Microsoft, Customer will receive a confirmation copy.

**Microsoft Licensing, GP**  
Dept. 551, Volume Licensing  
6100 Neil Road, Suite 210  
Reno, Nevada 89511-1137  
USA

Prepared By: John Green  
john.green@acrodex.com

**Microsoft Volume Licensing - Customer Price Sheet - Final Pricing**

Quote Number:	0104481.002	Payment Schedule:	Annual
Creation Date:	9/11/2013	Billing currency:	CAD
Effective Duration:	30 days	Term Of Agreement:	5 Years
Enrollment number:		Opportunity ID:	6-6UDMPALEJ

**Direct Enrollment for Application Platform - New Quote**

**Customer Contact:**

Kevin Peacock	City of Saskatoon
Phone: (306)-975-3273	222 - 3rd Avenue North
Fax: (306)-975-2832	Saskatoon, SK, Canada, S7K 0J5
kevin.peacock@saskatoon.ca	

**Partner Contact(s)**

<b>Software Advisor</b>	
Software Administrator	Acrodex Inc
Phone: 780-426-4444	11420 170 Street,
Fax: 780-451-1735	Edmonton, AB, Canada, T5S 1L7
software@acrodex.com	

**Microsoft Contact:**

Rob McMillan  
289-305-9458  
robmcmi@microsoft.com

**New Purchases**

**Purchase Order Information**

Sections	Purchase Order Number	Purchase Order Date
Section 1		
Section 2		



Quote Summary	
Summary Item	Totals (CAD)
Total deal value (5 Years)	441,633.83
Total Credit Amount	3,460.60
Total Payment Year 1	89,187.59
Total Payment Year 2	93,167.28
Total Payment Year 3	93,167.28
Total Payment Year 4	83,055.84
Total Payment Year 5	83,055.84

His Worship the Mayor and City Council  
The City of Saskatoon

## LEGISLATIVE REPORTS

### Section B – OFFICE OF THE CITY SOLICITOR

**B1) Amendment to Capital Reserve Bylaw No. 6774  
(File No. CK. 1815-1)**

---

**RECOMMENDATION:** that City Council consider Bylaw No. 9137.

### TOPIC AND PURPOSE

This report concerns changes to the Photocopy Machine Replacement Reserve in Bylaw No. 6774, *The Capital Reserve Bylaw*. The purpose of the amendment is to expand the use of this Reserve to include the replacement and upgrade of all printing and mailing equipment.

### REPORT

At its meeting on September 23, 2013, City Council received a report (Clause B1, Administrative Report No. 15-2013) from the Corporate Services Department recommending changes to the Photocopy Machine Replacement Reserve. This report recommended that the scope of the Photocopy Machine Replacement Reserve be revised to include all mail and printing functions. City Council adopted the recommendations and instructed the City Solicitor's Office to prepare the appropriate amendment to the Bylaw.

In accordance with those instructions, we are pleased to submit for Council's consideration Bylaw No. 9137, *The Capital Reserve Amendment Bylaw, 2013 (No. 2)*. The proposed Bylaw renames the Reserve and expands the use of the Reserve to include all printing and mailing equipment.

### ATTACHMENT

1. Proposed Bylaw No. 9137, *The Capital Reserve Amendment Bylaw, 2013 (No. 2)*.

**B2) Provincial Disaster Assistance Program  
(File No. CK. 1860-1)**

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**RECOMMENDATION:** that The City of Saskatoon submit a Request for Designation as an eligible assistance area under the Provincial Disaster Assistance Program (“PDAP”) as a result of damages caused by a discrete riverbank slumping event on 11<sup>th</sup> Street East and Saskatchewan Crescent East, beginning in June, 2012 and continuing and expanding this year.

**TOPIC AND PURPOSE**

To have City Council submit a Request for Designation to designate 11<sup>th</sup> Street East and Saskatchewan Crescent East as eligible assistance areas.

**REPORT**

In 2012, slumping occurred along the riverbank in the backyards of several residences on 11<sup>th</sup> Street East and Saskatchewan Crescent East. This area continued to move through spring and summer of 2013 causing further damages to the properties. In 2013, the slumping event expanded dramatically on the east side of the 2012 event. This event has caused damage to additional properties, both on 11<sup>th</sup> Street East, and Saskatchewan Crescent East. To this point, the majority of the damage is to landscaping on the properties affected and there have been claims of some damage to the structures located on the properties. We are advised that, as of this date, while the movement in the slumping area is negligible, the area is still deemed to be unstable. We have received requests from residents who have sustained damage to their properties for assistance in getting PDAP involved, to see if any assistance under PDAP is available to residents suffering damage as a result of the slumping.

The process in requesting a designation of an eligible assistance area requires that we receive a complaint or complaints from one or more residents that they have suffered damage. The damage must meet the criteria set out by the Province of Saskatchewan (the “Province”) for type and amount of damage. In the case of a private residence, the criteria indicates a resident must show \$5000 or more in damage to eligible property. When we get complaints that meet the criteria, Administration forwards a resolution to City Council asking it to request the Province to designate the event as a disaster. If City Council approves the request, we send the Request for Designation to the Province. The Province either accepts or rejects the Request for Designation. If they accept it, the residents may obtain an Application for Assistance Package provided by the Province

which is available to be picked up at city hall. The resident will submit the Application for Assistance Package to the Province or return it to the City to be submitted to the Province. Thereafter, the residents deal directly with the adjuster for the Province. We have eligible assistance area designations for the City of Saskatoon for June 19 - June 21 of this year for flooding, for June 9 - June 17, 2012 for heavy rain and flooding, and we have had several similar requests approved in recent years.

PDAP requires that in order to qualify, the claimant cannot be able to get insurance on reasonable terms for the type of damage claimed. PDAP also appears to exclude damages to landscaping. Section 16(2) of the *Provincial Disaster Assistance Program Regulations, 2011* states that the only damages covered are those to a dwelling, garage or driveway, and personal property within the dwelling that is necessary to the livelihood of the individual.

This year, because we already had a designation in place, we did not make a formal request in respect of the slumping. We made informal inquiries to PDAP administrators to see if the slumping would qualify under the existing designation. We went no further than informal requests based on representations from PDAP representative that they would look into it, and also because some of the residents advised us they had been told by the Province to apply using last year's forms. The result of these informal inquiries was a letter from the Province that indicated neither the City nor individual residents would qualify under the existing designation (copy attached). The Province indicated that they felt the slumping was an ongoing event since 1999, and that the type of damage experienced by the residents did not qualify under PDAP. This in turn led to queries about whether we could request under PDAP specifically for the slumping events.

We can request to have the slumping area declared an eligible assistance area, but there is no guarantee the Province would accept the request. We expect that the issues raised by the Province regarding the date of the initial occurrence and the type of damage sustained by residents would again be raised by the Province. We believe that the slumping from last year and continuing through this year is unrelated to earlier slumping events cited by the Province, and thus in our view the date for the event should run from the first time we knew of the slumping in 2012 to today. We further understand that at least some of the residents claim to have sustained damage exceeding \$5,000 to eligible property.

If the Province approves the request, they would deal with the individual claimants after submission of the Application for Assistance. The residents would have to substantiate their claims and show that they fit within PDAP parameters, and the Province would be responsible to deny their claims if the residents can't meet the criteria for assistance.

Administration is therefore asking City Council to send the request to PDAP to have the slumping areas designated as eligible assistance areas by the Province. The Request for Designation is attached hereto.

The City Manager and the General Manager, Infrastructure Services Department have reviewed and are in agreement with this Report.

**ATTACHMENTS**

1. Letter dated August 6, 2013 from the Ministry of Government Relations.
2. Provincial Disaster Assistance Program Request for Designation.

Respectfully submitted,

---

Patricia Warwick, City Solicitor

B1

## BYLAW NO. 9137

## The Capital Reserve Amendment Bylaw, 2013 (No. 2)

The Council of The City of Saskatoon enacts:

**Short Title**

1. This Bylaw may be cited as *The Capital Reserve Amendment Bylaw, 2013 (No. 2)*.

**Purpose**

2. The purpose of this Bylaw is to amend Bylaw No. 6774, *The Capital Reserve Bylaw*, to expand the purpose of the Photocopy Machine Replacement Reserve to include all printing and mailing equipment.

**Bylaw No. 6774 Amended**

3. Bylaw No. 6774 is amended in the manner set forth in this Bylaw.

**Section 32 Amended**

4. Section 32 is amended:
  - (a) by striking out "Photocopy Machine" and substituting "Printing and Mail Equipment" in the heading preceding section 32;
  - (b) by repealing subsection (1) and substituting the following:

"(1) The purpose of the Printing and Mail Equipment Replacement Reserve is to finance the cost to upgrade and replace necessary printing and mail equipment."; and
  - (c) by repealing subsection (3) and substituting the following:

"(3) This Reserve shall only be used for capital expenditures to upgrade and replace printing and mail equipment."

**Schedule "A" Amended**

4. Schedule "A" is amended by striking out "Photocopy Machine Replacement Reserve" where it appears and substituting "Printing and Mail Equipment Replacement Reserve".

**Coming Into Force**

5. This Bylaw shall come into force of the day of its final passing.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2013.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2013.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2013.

---

Mayor

---

City Clerk

Saskatchewan

B2



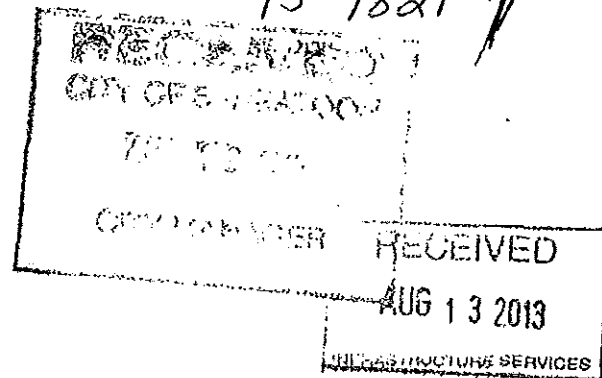
Ministry of  
Government Relations

Provincial Disaster  
Assistance Program

PO Box 227  
REGINA, SK  
S4P 2Z6

August 6, 2013

Mr. Murray Totland, City Manager  
City of Saskatoon  
222 - 3<sup>rd</sup> Avenue North  
SASKATOON SK S7K 0J5



Dear Mr. Totland:

Re: Provincial Disaster Assistance Program (PDAP)  
City of Saskatoon

This letter is to address eligibility under the Provincial Disaster Assistance Program (PDAP) of damage sustained as a result of slope failure or "slumping". In order for damage to be eligible under PDAP, it must be a direct result of the designated event, which in the case of the City of Saskatoon for 2013 is flooding from June 19, 2013 to June 21, 2013.

Staff researched the history of the slope failure/experienced by the City. Results indicate the slope failure/slumping was a pre-existing condition dating back to at least 1999. Therefore, damage sustained in 2013 as a result of the slope failure/slumping, both by the City and residents, would not be eligible for assistance from PDAP as it not a direct result of the 2013 event.

Should you have any further questions, or concerns, please do not hesitate to contact me directly at (306) 798-4156.

Sincerely,

Stacey Ostepchuk  
Team Lead, Municipal Program Advisors

~~Copies~~ Pathi Warrick, City Solicitor  
~~Mike Gutok, General Manager, Infrastructure Services~~  
~~MT/Blm (Aug 13/13)~~







Ministry of Provincial Disaster Assistance Program  
Government Relations

PO Box 227  
REGINA SK S4P 2Z6  
1-866-632-4033 – Toll Free  
(306) 798-2318 – Fax

## PROVINCIAL DISASTER ASSISTANCE PROGRAM REQUEST FOR DESIGNATION

Date: September 6, 2013

### Community Information

Rural Municipality  City  Town  Village  Resort Village  First Nation

The City of Saskatoon No. \_\_\_\_\_  
*Community Name* *RM Only*

Clerk/Administrator: Murray Totland, City Manager  
*(Please circle one)*

Address: 222 Third Avenue North  
Saskatoon SK S7K 0J5

Telephone: (306) 975-3209  
Fax: (306) 975-3048

Email: murray.totland@saskatoon.ca

Provincial Constituency: all Saskatoon constituencies

### Type of Natural Disaster and Dates:

The above community has incurred has loss or damage as a result of:

- Spring Flooding - The flooding began on \_\_\_\_\_, 20\_\_\_\_ and the peak flow date was on \_\_\_\_\_, 20\_\_\_\_.
- Flooding and/or wind damage as a result of severe weather – The severe weather occurred on \_\_\_\_\_, 20\_\_\_\_.
- Tornado – A tornado occurred on \_\_\_\_\_, 20\_\_\_\_.
- Plow Wind – A plow wind occurred on \_\_\_\_\_, 20\_\_\_\_.
- Other – Riverbank slumping that occurred on June 20, 2012 and is continuing to slump and cause damages

**Damage Type and Estimated Loss (choose all that apply):**

- Local Authority/First Nations \$ \_\_\_\_\_
- Park Authority \$ \_\_\_\_\_
- Educational Institute \$ \_\_\_\_\_
- Health Care Facility \$ \_\_\_\_\_
- Private Property in excess of \$5,000.00

**Description of Event (please attached photos):**

*(Please provide a detailed description of the event; include details regarding all damaged types)*

A discrete riverbank slumping event, beginning in June, 2013 and exacerbated greatly this year, that has had a major impact on several properties along 11th Street East and is still moving and causing damages.

\_\_\_\_\_  
Administrator

\_\_\_\_\_  
Date

His Worship the Mayor and City Council  
The City of Saskatoon

## **REPORT**

of the

## **PLANNING AND OPERATIONS COMMITTEE**

### Composition of Committee

Councillor R. Donauer, Chair  
Councillor C. Clark  
Councillor T. Davies  
Councillor M. Loewen  
Councillor P. Lorje

### **1. Kinsmen Park Phase One – Amendment to Detailed Design Contract** **(Files CK. 4205-9-3 and LS 4206-KI-12)**

- RECOMMENDATION:**
- 1) that the contract for consulting services, awarded to Space2Place Design Inc. on April 16, 2012, for the Detailed Design and Construction Administration of Kinsmen Park Phase One be increased to a total of \$952,728.57 net of applicable taxes; and
  - 2) that the City Solicitor be instructed to draft the necessary agreement for execution by His Worship the Mayor and the City Clerk under the Corporate Seal.

Your Committee has considered and supports the attached report of the General Manager, Community Services Department dated September 19, 2013, requesting approval to amend the contract with Space2Place Design Inc. for the Detailed Design and Construction Administration due to the necessity for cost-saving strategies and the increased scope of work for Kinsmen Park Phase One.

**2. Three-Year Green Fee Rate Plan for Municipal Golf Courses  
(Files CK. 1720-3 x 4135-1 and LS 4135-1)**

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- RECOMMENDATION:**
- 1) that information relating to the proposed 2014 to 2016 green fee rates at the three municipal golf courses, as outlined in the September 19, 2013 report of the General Manager, Community Services Department be received; and
  - 2) that the September 19, 2013 report of the General Manager, Community Services Department be referred to the 2014 Business Plan and Budget review.

Your Committee has considered and supports the attached report of the General Manager, Community Services Department dated September 19, 2013, regarding proposed three-year green fee rates for the three City municipal golf courses.

**3. Mortgage Flexibilities Support Program – Proposed Cash Flow Deficit to Finance Down Payment Grants  
(Files CK. 750-4 and PL 951-68)**

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- RECOMMENDATION:** that City Council authorize the Administration to operate the Affordable Housing Reserve with cash flow deficits of up to \$1.7 million in support of the Mortgage Flexibilities Support Program.

Your Committee has considered and supports the attached report of the General Manager, Community Services Department dated September 19, 2013, requesting authorization for the Affordable Housing Reserve to operate with a cash flow deficit in order to support additional affordable housing projects under the Mortgage Flexibilities Support Program (MFSP).

**4. Wetland Policy Project  
(Files CK. 4110-38 and PL 4110-63)**

- RECOMMENDATION:**
- 1) that City Council approve the required advertising for the proposed amendments to Official Community Plan Bylaw No. 8769 and Zoning Bylaw No. 8770 as described in the September 16, 2013 report of the General Manager, Community Services Department;
  - 2) that the General Manager, Community Services Department, be requested to prepare the required notice for advertising the amendments to Official Community Plan Bylaw No. 8769 and Zoning Bylaw No. 8770; and
  - 3) that the City Solicitor be requested to prepare the required bylaw amendments;
  - 4) that at the time of the public hearing, City Council to consider the Administration's recommendation to amend the Official Community Plan Bylaw No. 8769 and Zoning Bylaw No. 8770 as outlined in the report of the General Manager, Community Services Department, dated September 16, 2013; and
  - 5) that at the time of the public hearing, City Council consider the Administration's recommendation that, subject to City Council's adoption of the proposed amendments to Official Community Plan Bylaw No. 8769, the proposed City of Saskatoon Council Policy entitled Wetland Policy, attached to the September 16, 2013 report of the General Manager, Community Services Department, be approved;
  - 6) that this matter be referred to the Municipal Planning Commission prior to the public hearing; and

- 7) that a copy of the September 16, 2013 report of the General Manager, Community Services Department be forwarded to the Saskatoon Environmental Advisory Committee for information.

Your Committee has considered the attached report of the General Manager, Community Services Department dated September 16, 2013, providing an overview of the Wetland Policy Project, including the draft language for incorporation into the appropriate bylaws and City Council policy, and the timeline for implementation of the first stage of the process.

Your Committee received a presentation from the Administration outlining the strategic plan, background on the project, stages of policy development, and policy context. Discussion was held on the benefits wetland areas are already providing, for example flood mitigation and the positive financial impacts related to that. It was noted that the amount of that financial impact is difficult to quantify at this time, but the benefits of preserving the wetlands outweighs filling them in.

Following review of this matter, your Committee puts forward the above-noted recommendations.

**5. Enquiry – Councillor R. Donauer (August 15, 2012)  
Dandelion and Weed Control, Grass Cutting in Parks and Right-of-Ways  
AND  
Proposed Amendment to Policy C03-003 Reserves for Future Expenditures  
Creation of a Parks Branch Grounds Maintenance Stabilization Reserve  
(Files CK. 4200-1 x 1815-1)**

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**RECOMMENDATION:** that Policy C03-003, Reserve for Future Expenditures, be amended to include a Parks Branch Grounds Maintenance Stabilization Reserve.

Your Committee has considered and supports the attached report of the General Manager, Infrastructure Services Department dated September 13, 2013, requesting approval to create a Parks Branch Grounds Maintenance Stabilization Reserve. The Reserve shall only be used to finance unanticipated over expenditures arising when actual operating expenditures exceed budgeted grounds maintenance expenditures due to variation in normal summer weather conditions. There is no impact on the mill rate.

**6. Capacity for Newcomer Settlement and Integration in  
Saskatoon: Taking Stock for Taking Action  
(Files CK. 100-21, LS 220-48 and RR 115-2)**

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- RECOMMENDATION:**
- 1) that the information be received; and
  - 2) that the September 16, 2013 report of the General Manager, Community Services Department be forwarded to the Cultural Diversity and Race Relations Committee for information.

Your Committee has considered and supports the attached report of the General Manager, Community Services Department dated September 16, 2013, providing an overview of the report “Capacity for Newcomer Settlement and Integration in Saskatoon: Taking Stock for Taking Action”.

The above report is available on the City’s website at [www.saskatoon.ca](http://www.saskatoon.ca) under “R” and “Reports to Council”.

Respectfully submitted,

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Councillor R. Donauer, Chair

**TO: Secretary, Planning and Operations Committee**  
**FROM: General Manager, Community Services Department**  
**DATE: September 19, 2013**  
**SUBJECT: Kinsmen Park Phase One – Amendment to Detailed Design Contract**  
**FILE NO.: CK. 4205-9-3 and LS. 4206-KI-12**

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**RECOMMENDATION:** that a report be submitted to City Council recommending:

- 1) that the contract for consulting services, awarded to Space2Place Design Inc. on April 16, 2012, for the Detailed Design and Construction Administration of Kinsmen Park Phase One be increased to a total of \$952,728.57 net of applicable taxes; and
- 2) that the City Solicitor be instructed to draft the necessary agreement for execution by His Worship the Mayor and the City Clerk under the Corporate Seal.

### **TOPIC AND PURPOSE**

The Administration is requesting approval to amend the contract with Space2Place Design Inc. (Space2Place) for the Detailed Design and Construction Administration due to the necessity for cost saving strategies and the increased scope of work for Kinsmen Park Phase One (Phase One).

### **REPORT HIGHLIGHTS**

1. The original contract with Space2Place for Phase One was designed with the intent that construction would be awarded in spring 2013 with a \$5 million scope which did not include the design for the train and train loop. Due to unforeseen circumstances, both of these parameters have changed and therefore the original contract does not appropriately reflect the scope of work.
2. In response to the original tender receiving only one construction bid that was significantly over the project budget and therefore rejected, cost-saving strategies for the construction of Phase One have been developed by Space2Place and the Administration.
3. Due to the increased contributions from the partners and approved capital funding, the project scope for Phase One has increased from \$5 million to \$9.135 million; therefore, the scope of work for Space2Place has also increased.



## **STRATEGIC GOALS**

Meeting the Strategic Goals of Asset and Financial Sustainability, along with Quality of Life begins with the vision of “Saskatoon continues to grow and prosper, working with its partners and neighbours for the benefit of all.” Creating great partnerships can create a lasting legacy for the benefit of the entire city.

The City of Saskatoon (City) has increased its revenue sources for the Kinsmen Park project through partnerships with the private sector. These partnerships establish levels of service for revitalization of City assets. Citizens have access to facilities and programs that promote active living, and can enjoy the natural beauty and benefits of parks, trails, and the river valley that bring people together. The revitalized Kinsmen Park will continue to bring people together in this fun and exciting environment.

## **BACKGROUND**

In October 2010, the Potash Corporation of Saskatchewan (PotashCorp) announced a \$5 million sponsorship to revitalize Kinsmen Park and Area. This area includes Kinsmen Park, the Mendel Art Gallery building and grounds, Shakespeare on the Saskatchewan site, and the Shearwater Tours boat dock.

At its December 5, 2011 meeting, City Council approved the Master Plan. The Master Plan identified how the park will be developed over three phases:

- a) Short term (0 to 5 years) referred to as Phase One;
- b) Near term (5 to 10 years) referred to as Phase Two; and
- c) Long term (10 to 25 years) referred to as Phase Three.

On August 7, 2013 PotashCorp formally announced additional funding of \$2.5 million towards construction of Phase One. This is in addition to the original contribution of \$5 million announced in 2010, bringing the total contribution from PotashCorp to \$7.5 million.

## **REPORT**

### **Space2Place Original Contract**

The Request for Proposal (RFP) for detailed design of the Master Plan was issued on February 13, 2012, and closed on March 7, 2012. At its April 16, 2012 meeting, City Council approved the RFP and awarded a contract to Space2Place for the Detailed Design and Construction Administration of Phase One of the Master Plan for a total of \$493,023.90. Phase One’s original scope of \$5 million was designed to include the following:

- 1) rides – garden and fair rides;
- 2) new parking lot north of the play area;
- 3) new centralized play area;

- 4) water/nature/preschool/active/social play; and
- 5) skate path.

The original tender for Phase One construction closed on May 28, 2013, with only one construction bid received. The bid was significantly over the project budget which meant the Administration had to reject the bid and consult with Space2Place on cost saving strategies.

In consultation with Space2Place and PotashCorp, a revised timeline for Phase One has been established. The Administration will re-tender the construction project at the end of October 2013. Construction is now estimated to begin in spring 2014, with Phase One opening to the public in May 2015.

#### Cost-Saving Strategy

The cost-saving strategies being considered by Space2Place and the design team will be congruent with the long-term vision for the rejuvenation of Kinsmen Park. The project will create a vibrant activity centre with a focus on children, enhanced site connections, and integration of activities on both sides of Spadina Crescent. The re-tender for Phase One will retain the main components of the original tender; however, some components will be modified, removed, or listed in the tender as an alternate pricing option. Phase One will include a new train and train loop, rides garden with Ferris wheel and carousel, public plaza area, children's play area, and water feature.

This reworking of the design and strategizing for cost saving measures involved a detailed review of the current design and resulted in additional engineering, consulting, and architectural costs incurred by Space2Place.

#### Increased Phase One Project Scope

The contract awarded to Space2Place in April 2012 for Detailed Design and Construction Administration of Phase One was based on an overall project scope of \$5 million, which did not include the design for the train and train loop. This project amount was derived from PotashCorp as the base level of funding.

Since the Detailed Design and Construction Administration of Phase One was awarded to Space2Place in April 2012, a number of changes have occurred. Specifically, the City of Saskatoon 2013 Capital Funding provided \$610,000 towards the development of Phase One. In May 2013 Canpotex announced a contribution of \$1.025 million towards the upgraded train and train loop. In August 2013, PotashCorp publicly announced an additional \$2.5 million to their original \$5 million contribution.

The overall project scope has increased by \$4.135 million from its base level to a total of \$9.135 million, based on the contribution amounts as follows:

City of Saskatoon	\$610,000
Canpotex	\$1,025,000
PotashCorp	\$7,500,000
<b>Total</b>	<b>\$9,135,000</b>

PotashCorp and Canpotex have indicated all contributions are to be allocated towards Phase One construction. Given the increased contributions, the scope of work for Phase One will also increase.

The recommendation of the Administration is that Space2Place be retained to complete the detailed design work and administer the construction for Phase One. The fee established for Space2Place to complete this work is \$952,728.57. This fee is consistent with industry standard and was negotiated with Space2Place based on the increased scope of the project and the increased work required to complete the detail design and construction administration for Phase One.

Retaining the services of Space2Place will avoid any further delays in the project and added costs to orientate a new firm that would have to be hired through a new RFP process.

### **OPTIONS TO THE RECOMMENDATION**

1. City Council could deny a request to increase the contract amount for Space2Place and direct the Administration to issue a new call for proposals for design. This option is not recommended as it would delay construction; the partners are anxious to have construction start by spring 2014.

### **POLICY IMPLICATIONS**

This request is in accordance with the Corporate Purchasing Procedure Policy No. A02-027, Section 10.2 – Extension of Contracts which requires that “all contract extensions shall be approved by an individual with spending authority for the amount of the extension. In any event, if all contract extensions cumulatively exceed 25 percent of the original contract price, the contract extension must be approved by City Council.”

### **FINANCIAL IMPLICATIONS**

With the requirement for additional engineering, consulting and architectural fees, an increase in scope for detailed design elements and administration of construction, Space2Place has requested an increase to the original contract award based on the following amount:

Additional Consulting Services Fees	\$459,704.67
Original Contract Award	\$493,023.90
<b>Total Revised Contract Value</b>	<b><u>\$952,728.57</u></b>

This would provide a total contract value of \$952,728.57 for Space2Place for the Detailed Design and Construction Administration of Phase One.

The financial implications of this request will be supported by approved capital funding and private contributions (i.e. partnerships). The funding amounts are based on approved capital budgets in 2012 and 2013 (\$610,000), in addition to commitments from private contributors (\$8,525,000).

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

No further involvement has been identified at this time.

### **COMMUNICATION PLAN**

A Communication Plan for Kinsmen Park is being developed, through the Marketing Section of the Community Services Department, that will highlight significant milestones. The Community Services Department will continue to work with partners to implement the Kinsmen Park Communication Plan.

### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

The construction tender for Phase One is targeted for release at the end of October 2013. In consultation with Space2Place and PotashCorp, a revised timeline has been established and construction is now estimated to begin in spring 2014, with Phase One opening to the public in May 2015.

### **ENVIRONMENTAL IMPLICATIONS**

No environmental and/or greenhouse gas implications have been identified at this time.

### **PRIVACY IMPACT**

No privacy impact has been identified as all contributions have been acknowledged publicly by PotashCorp and Canpotex.

### **SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

A CPTED Review was conducted by the CPTED Review Committee on the development plan for Phase One construction. The recommendations were reviewed and revised based on discussions with Space2Place. All recommendations have been addressed within the detailed design. The recommendation for improvements to the Mendel Site Parking Lot will be addressed through submission of a future Capital Project and is subject to City Council approval.

### **PUBLIC NOTICE**

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

Written by: Chelsie Schafer, Open Space Consultant

Reviewed by: “Cary Humphrey”  
Cary Humphrey, Manager  
Leisure Services Branch

Approved by: “Lynne Lacroix” for  
Randy Grauer, General Manager  
Community Services Department  
Dated: “Sept 19/13”

Approved by: “Murray Totland”  
Murray Totland, City Manager  
Dated: “Sept 23/13”

**TO: Secretary, Planning and Operations Committee**  
**FROM: General Manager, Community Services Department**  
**DATE: September 19, 2013**  
**SUBJECT: Three-Year Green Fee Rate Plan for Municipal Golf Courses**  
**FILE NO.: CK. 1720-3, x 4135-1 and LS. 4135-1**

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**RECOMMENDATION:** that a report be submitted to City Council recommending:

- 1) that information relating to the proposed 2014 to 2016 green fee rates at the three municipal golf courses, as outlined in this report, be received; and
- 2) that this report be referred to the 2014 Business Plan and Budget review.

### **TOPIC AND PURPOSE**

The purpose of this report is to seek approval for the three year green fee rates for the three City of Saskatoon (City) municipal golf courses.

### **REPORT HIGHLIGHTS**

1. The proposed base increase to adult 18-hole green fees will be \$1.50 annually at Holiday Park Golf Course (Holiday Park) and Wildwood Golf Course (Wildwood), and \$1.00 at Silverwood Golf Course (Silverwood).
2. The proposed green fee rates will maintain the City golf courses as the most affordable golf facilities in Saskatoon.
3. The proposed green fee rates will allow golf courses to continue to meet its 100 percent cost recovery objective, fund all capital and equipment replacement expenditures, future redevelopment and improvements, and debt payments.
4. The Wildwood irrigation system will be fully paid for in 2014 and has been funded through the \$2.00 Adult 18-Hole Capital Improvement levy established when the irrigation was installed in 2004. It is proposed that this levy become part of the base Wildwood green fee in 2015.
5. The proposed junior 18-hole and 9-hole green fee rates at Silverwood will be decreased to attract more juniors to the game of golf.

### **STRATEGIC GOALS**

This report supports the long-term strategy to ensure existing and future leisure centers, and other recreation facilities, are accessible physically and financially and meet community needs under the Strategic Goal of Quality of Life. The report also supports the long-term strategy to increase revenue sources and reduce reliance on residential property taxes under the Strategic Goal of Asset and Financial Sustainability.

## **BACKGROUND**

The City operates three unique and affordable golf courses (Holiday Park, Silverwood, and Wildwood) that are open for play from April until the end of October, weather permitting.

The City golf courses, while providing the citizens of Saskatoon with a variety of golfing opportunities, have a financial objective of 100 percent cost recovery. The challenge for golf course operations is to balance this financial objective with the objective of providing civic golf courses that are affordable and accessible to the public while not discouraging the private sector from being involved in the golf business.

## **REPORT**

### **Proposed 2014 to 2016 Rate Increase and Rationale**

The three City-operated golf courses provide an opportunity for golfers of all ages and abilities to enjoy the benefits of this sport and recreation activity.

The Administration is proposing a three-year plan to increase the adult 18-hole green fee at Holiday Park and Wildwood by \$1.50 annually and by \$1.00 annually at Silverwood. Attachment 1 outlines, in detail, the proposed recommended green fee rates for all age categories and season passes at all three municipal golf courses for 2014 through 2016.

The proposed green fee rate plan being recommended by the Administration does not change the relative price position of the municipal golf courses in the current marketplace:

1. The adult 18-hole rate at Holiday Park is 20 percent lower than the market average.
2. The adult 18-hole rate at Wildwood is 40 percent lower than the market average.
3. The adult 18-hole rate at Silverwood, Saskatoon's only 18-hole par three golf course, is another 10 percent lower than Wildwood.
4. The City golf courses do not charge a premium green fee rate on weekends or holidays.
5. The City green fee rates are lower than the market average to appeal to the largest sector of the golfing market which is currently adult occasional golfers (those golfers playing two to six rounds per year).
6. The City green fee rates are lower than the market average to provide a quality golfing experience while minimizing the largest statistical barrier to playing more golf, which is cost (see Attachment 2).

The proposed green fee rates meet the objective of the City's municipal golf courses 100 percent cost recovery goal and a zero mill rate impact.

#### Wildwood Capital Improvement Levy

The City installed a new irrigation system at Wildwood in 2004 utilizing a Capital Improvement loan to be repaid over ten years and funded by a \$2.00 levy on the adult green fee rate. The loan will be fully repaid in 2014. The Administration is recommending that the adult green fee rate at Wildwood retain the \$2.00 levy as part of its base rate in 2015, in addition to the \$1.50 annual increase. The revenue of approximately \$50,000 annually, previously allocated to repay the irrigation loan, will now fund the Golf Course Capital Reserve (GCCR) for golf course redevelopment and improvements.

#### Attracting Junior Golfers to Silverwood

Silverwood is ideally suited for the development of junior golfers that have not yet developed the skill set for a regulation length golf course. Silverwood also has the most availability of unused tee times and is able to accommodate additional junior play. To attract new junior golfers, the Administration is recommending a decrease in the junior green fee rate at Silverwood in order to attract new juniors to the game of golf and the City golf courses. The proposed rate of \$12.00 for 18 holes and \$7.25 for 9 holes in 2014 reduces the two main barriers to junior golf: cost and the time required to play a round of golf. The lower rate and the reduced time required to play at Silverwood (on average 40 percent less time than needed to play on a regulation golf course) will support the long-term strategy that existing recreation facilities be accessible financially and meet community needs under the Strategic Goal of Quality of Life.

#### **OPTIONS TO THE RECOMMENDATION**

One option to consider is to maintain the current green fee rates. The Administration is not recommending this option as revenues would not be sufficient to cover operational costs and capital reserve contributions, resulting in a mill rate impact.

A second option is to increase at a greater or lesser level than what the Administration is recommending. The Administration is not recommending this option as the rates recommended are sufficient to meet the 100 percent cost recovery goal, contribute to capital reserves, and maintain the current position in the market place.

#### **POLICY IMPLICATIONS**

There are no policy implications.



## **FINANCIAL IMPLICATIONS**

In 2008, the Administration began implementing changes to the operating structure of the City's golf courses as a way to increase contributions to the GCCR. Prior to 2008, the GCCR was nearly depleted and the Golf Course Stabilization Reserve (GCSR) was at zero. At the conclusion of 2012, the GCCR balance was \$264,200 and the GCSR balance was at the capped limit of \$200,000. The changes implemented include the Approved Green Fee Rate structures that maintained the overall position of the City's golf courses as the most affordable in the local market while meeting the cost recovery goal.

Projected revenue increases at the Saskatoon municipal golf courses, which incorporate the proposed 2014 to 2106 green fee rate increases, are outlined in Attachment 3. Utilizing 2014 budgeted attendance figures, the attachment details the projected revenues, less expenses, resulting in the contribution for the GCCR. The projected additions to the GCCR from operations, less capital equipment purchases, leads to the ending balance of capital funds available for capital projects. After the scheduled purchase of capital equipment, the funds available for capital projects would total \$628,966 by the end of 2016.

## **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

Public and/or stakeholder involvement is not required.

## **COMMUNICATION PLAN**

The general public will be notified through the City website, signage at the three City golf courses, media, social media, and an advertisement in The StarPhoenix. This notification would allow patrons the opportunity to purchase their 2014 passes at 2013 rates prior to April 1, 2014.

## **ENVIRONMENTAL IMPLICATIONS**

No environmental and/or greenhouse gas implications have been identified at this time.

## **PRIVACY IMPACT**

There are no privacy implications.

## **SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

A CPTED review is not required.

**PUBLIC NOTICE**

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

**ATTACHMENTS**

1. 2014 to 2016 Green Fee Rate Schedule
2. Saskatoon Market Green Fee Comparison – 2013
3. 2014 to 2016 Golf Course Cashflows/GCCR Balance

Written by: Andrew Roberts, Supervisor  
Golf Course Operations

Reviewed by: “Cary Humphrey”  
Cary Humphrey, Manager  
Leisure Services Branch

Approved by: “Lynne Lacroix” for  
Randy Grauer, General Manager  
Community Services Department

Dated: “September 19, 2013”

Approved by: “Murray Totland”  
Murray Totland, City Manager  
Dated: “September 20, 2013”

**ATTACHMENT 1**

**2013-2016 Green Fee Rate Schedule**

<b>Holiday Park Golf Course</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
18-Hole Adult	\$45.50	\$47.00	\$48.50	\$50.00
18-Hole Senior (65+)	\$36.50	\$37.75	\$39.00	\$40.25
18-Hole Young Adult (19-22)	\$36.50	\$37.75	\$39.00	\$40.25
18-Hole Junior (18 and Under)	\$27.25	\$28.25	\$29.25	\$30.25
9-Hole Adult	\$27.25	\$28.25	\$29.25	\$30.25
9-Hole Senior (65+)	\$22.00	\$22.75	\$23.50	\$24.25
9-Hole Young Adult (19-22)	\$22.00	\$22.75	\$23.50	\$24.25
9-Hole Junior (18 and Under)	\$16.25	\$16.75	\$17.25	\$17.75
Adult Season Pass	\$1,820.00	\$1,880.00	\$1,940.00	\$2,000.00
Senior Season Pass	\$1,460.00	\$1,510.00	\$1,560.00	\$1,610.00
Young Adult Season Pass	\$912.50	\$943.75	\$975.00	\$1,006.25
Junior Season Pass	\$545.00	\$565.00	\$585.00	\$605.00
<b>Holiday Park Executive Nine Course</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
9-Hole Adult	\$22.75	\$23.50	\$24.25	\$25.00
9-Hole Senior (65+)	\$18.25	\$18.75	\$19.50	\$20.00
9-Hole Young Adult (19-22)	\$18.25	\$18.75	\$19.50	\$20.00
9-Hole Junior (18 and Under)	\$13.75	\$14.25	\$14.75	\$15.25
9-Hole Junior-Junior (12 and Under)	\$7.00	\$7.25	\$7.50	\$7.75
Adult Season Pass	\$910.00	\$940.00	\$970.00	\$1,000.00
Senior Season Pass	\$730.00	\$750.00	\$780.00	\$800.00
Young Adult Season Pass	\$456.25	\$468.75	\$487.50	\$500.00
Junior Season Pass	\$275.00	\$285.00	\$295.00	\$305.00
<b>Silverwood Golf Course</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
18-Hole Adult	\$29.25	\$30.25	\$31.25	\$32.25
18-Hole Senior (65+)	\$23.25	\$24.00	\$24.75	\$25.50
18-Hole Young Adult (19-22)	\$23.25	\$24.00	\$24.75	\$25.50
18-Hole Junior (18 and Under)	\$17.25	\$12.00	\$12.50	\$13.00
9-Hole Adult	\$17.25	\$17.75	\$18.25	\$18.75
9-Hole Senior (65+)	\$14.00	\$14.50	\$15.00	\$15.50
9-Hole Young Adult (19-22)	\$14.00	\$14.50	\$15.00	\$15.50
9-Hole Junior (18 and Under)	\$10.25	\$7.25	\$7.50	\$7.75
9-Hole Junior-Junior (12 and Under)	\$7.00	\$7.25	\$7.50	\$7.75
Adult Season Pass	\$731.25	\$756.25	\$781.25	\$806.25
Senior Season Pass	\$581.25	\$600.00	\$618.75	\$637.50
Young Adult Season Pass	\$581.25	\$600.00	\$618.75	\$637.50
Junior Season Pass	\$345.00	\$240.00	\$250.00	\$260.00
<b>Wildwood Golf Course</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
18-Hole Adult	\$32.50	\$34.00	\$35.50	\$37.00
18-Hole Senior (65+)	\$26.00	\$27.25	\$28.50	\$29.75
18-Hole Young Adult (19-22)	\$26.00	\$27.25	\$28.50	\$29.75
18-Hole Junior (18 and Under)	\$19.50	\$20.50	\$21.25	\$22.25
9-Hole Adult	\$19.50	\$20.50	\$21.25	\$22.25
9-Hole Senior (65+)	\$15.50	\$16.25	\$17.00	\$17.75
9-Hole Young Adult (19-22)	\$15.50	\$16.25	\$17.00	\$17.75
9-Hole Junior (18 and Under)	\$11.50	\$12.25	\$12.75	\$13.25
9-Hole Junior-Junior (12 and Under)	\$7.00	\$7.25	\$7.50	\$7.75
Adult Season Pass	\$1300.00	\$1,360.00	\$1,420.00	\$1,480.00
Senior Season Pass	\$1040.00	\$1,090.00	\$1,140.00	\$1,190.00
Young Adult Season Pass	\$650.00	\$681.25	\$712.50	\$743.75
Junior Season Pass	\$390.00	\$410.00	\$425.00	\$445.00

## Saskatoon Market Green Fee Comparison - 2013

<b>Moon Lake Golf and Country Club</b>	<b>2013</b>
18-Hole Adult (Friday, Saturday, Sunday)	\$60
18-Hole Adult (Weekday)	\$52
18-Hole Senior (Friday, Saturday, Sunday)	\$60
18-Hole Senior (Weekday)	\$41
18-Hole Student (Friday, Saturday, Sunday)	\$60
18-Hole Student (Weekday)	\$30
18 Hole Junior	\$30
9-Hole Adult	\$34
9-Hole Senior	\$34
9-Hole Junior	\$22
<b>The Legends</b>	<b>2013</b>
18-Hole Adult (Weekday)	\$50
18-Hole Adult (Friday, Saturday, Sunday)	\$55
18-Hole Senior/Student (weekday)	\$46
18-Hole Senior/Student (Friday, Saturday, Sunday)	\$55
18 Hole Junior	\$29
9-Hole Adult	\$35
9-Hole Senior/Student	\$30
9-Hole Junior	\$16
<b>Willows Golf and Country Club</b>	<b>2013</b>
18-Hole Adult (Friday, Saturday, Sunday)	\$63
18-Hole Adult (Monday to Thursday)	\$58
18-Hole Senior (Friday, Saturday, Sunday)	\$63
18-Hole Senior (Monday to Thursday)	\$45
18-Hole Junior	\$30
9-Hole Adult (Monday to Thursday)	\$42
9-Hole Adult (Friday, Saturday, Sunday)	\$49
9-Hole Senior (Monday to Thursday)	\$35
9-Hole Senior (Friday, Saturday, Sunday)	\$49
9-Hole Junior (all week)	\$20
<b>Dakota Dunes</b>	<b>2013</b>
18-Hole Adult (Weekdays)	\$55
18-Hole Adult (Weekends)	\$64
18-Hole Senior (Weekdays)	\$50
18-Hole Senior (Weekends)	\$59
18-Hole Junior (Weekdays)	\$27
18-Hole Junior (Weekends)	\$32
9-Hole Adult	\$41
9-Hole Senior	\$36
9-Hole Junior	\$20

## 2014 to 2016 Golf Course Cashflows/GCCR Balance

	2014	2015	2016
<b>Revenue</b>			
<b>Total Revenue</b>	\$ 3,680,000	\$ 3,781,500	\$ 3,883,200
<b>Expenses</b>			
<b>Sub-Total Operating</b>	3,307,000	3,392,900	3,481,900
<b>Contribution for Capital/Return On Assets</b>	<b>373,000</b>	<b>388,600</b>	<b>401,300</b>
Holiday Park Redevelopment Contributions	107,000	107,000	107,000
Capital Reserve Contributions	266,000	281,600	294,300
	<b>373,000</b>	<b>388,600</b>	<b>401,300</b>
<b>Mill Rate Impact</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Beginning Balance Self Balancing</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
Additions/Reductions to Self Balancing	-	-	-
<b>Ending Balance Self Balancing</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Beginning Balance Redevelopment Reserve</b>	<b>781,744</b>	<b>888,744</b>	<b>95,744</b>
Additions to Redevelopment	107,000	107,000	107,000
Expenditures of Redevelopment	-	(900,000)	
<b>Ending Balance</b>	<b>888,744</b>	<b>95,744</b>	<b>202,744</b>
<b>Beginning Balance Capital Reserve</b>	<b>267,066</b>	<b>373,066</b>	<b>494,666</b>
Additions	266,000	281,600	294,300
Return to Source			
Expenditures	(160,000)	(160,000)	(160,000)
<b>Ending Balance</b>	<b>373,066</b>	<b>494,666</b>	<b>628,966</b>

**TO: Secretary, Planning and Operations Committee**  
**FROM: General Manager, Community Services Department**  
**DATE: September 19, 2013**  
**SUBJECT: Mortgage Flexibilities Support Program – Proposed Cash Flow Deficit to Finance Down Payment Grants**  
**FILE NO.: CK. 750-4 and PL. 951-68**

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**RECOMMENDATION:** that a report be submitted to City Council recommending:

- 1) that City Council authorize the Administration to operate the Affordable Housing Reserve with cash flow deficits of up to \$1.7 million in support of the Mortgage Flexibilities Support Program.

### **TOPIC AND PURPOSE**

The purpose of this report is to recommend authorization for the Affordable Housing Reserve to operate with a cash flow deficit in order to support additional affordable housing projects under the Mortgage Flexibilities Support Program (MFSP).

### **REPORT HIGHLIGHTS**

1. The MFSP has been very successful, with 500 affordable ownership units approved to date under the program.
2. The MFSP is a self-financing program, but must have access to cash flow financing to keep the program running.
3. The Administration is recommending additional cash flow financing be made available to continue to support new affordable housing units under the MFSP.

### **STRATEGIC GOAL**

This report supports the long-term Strategic Goal of Quality of Life by increasing the supply and range of affordable housing options.

### **BACKGROUND**

During its June 22, 2009 meeting, City Council approved the MFSP, which provides a 5 percent down payment grant to low- and moderate-income homebuyers who purchase a home in a designated project. Under this program, the down payment grants are returned to the Affordable Housing Reserve over a period of approximately five years through the redirection of property taxes. When the program was created a target of 50 units per year was set for the program, and it was estimated that this target would lead to a cash flow deficit in the Affordable Housing Reserve of up to \$1 million by the fourth year of the program. By approving the MFSP, City Council authorized the Administration to operate this Reserve with a cash flow deficit of up to \$1 million.

At its September 26, 2011 meeting, City Council approved a cost-sharing agreement with the Province of Saskatchewan (Province) for the City of Saskatoon's (City) MFSP for the five-year period from 2011 to 2015. Under this agreement, the Province provides a cash grant of up to \$5,000 towards down payment grants in lieu of the City redirecting the education portion of the property tax. This agreement with the Province provides a maximum of \$2 million in funding and has the capacity to support at least 400 housing units over the five year period from 2011 to 2015. City Council increased the target for the MFSP to 80 units per year to fully utilize the available provincial funding.

During its August 15, 2012 meeting, City Council approved changes to the financing of down payment grants for the MFSP to allow builders to contribute up to 3 percent of the 5 percent down payment grants. These changes have reduced the contributions required by the City and Province to as little as 1 percent each on some projects which has resulted in increased capacity of the MFSP without any changes to the City's or Province's commitment.

To date, City Council has approved 12 projects under the MFSP, which together will provide 500 affordable ownership units exceeding all targets set for the program. Eight of these projects are now complete, three are currently under construction, and one is in the planning stages for construction in early 2014. Attachment 1 includes a summary of all projects approved under the MFSP. When these projects are all complete, the City will have utilized approximately \$1.3 million of the \$2 million available from the Province in support of the MFSP.

## **REPORT**

### **The MFSP Has Been Very Successful**

The City's MFSP has been one of the most successful municipally-sponsored, affordable homeownership programs in Canada. To date, 394 households have purchased new homes under the program and an additional 106 households will purchase homes by mid-2014 when all currently approved projects are complete.

The MFSP has been one of the key initiatives that has allowed the City to meet the housing target of 500 new attainable units per year.

The City has approximately \$700,000 available from the Province for additional MFSP projects should City Council wish to designate additional projects under the program for completion in 2014 and 2015. This funding can support between 140 and 280 additional units depending on the contributions available from the builders.

### **Recommending Additional Financing for the MFSP**

The MFSP has been in operation for four years and it is forecasted that the Affordable Housing Reserve will have a cash flow deficit of \$969,610 at the end of 2013, and over \$1.6 million at the end of 2014 assuming that new projects continue to be approved, in order to meet the current annual target of 80 units. These larger than anticipated cash

flow deficits are primarily the result of the capacity of the program increasing in 2011 when the provincial government began sharing the cost of the down payment grants.

Additionally, cash flow demands on the program have increased due to higher home prices and the resulting increase in down payment grants. When the MFSP was created in 2009, it was forecasted that the average down payment grant provided by the program would be \$10,000. This amount has risen by 20 percent to \$12,122 in 2013 resulting in higher demands on the Affordable Housing Reserve.

The Administration is recommending that City Council authorize the operation of the Affordable Housing Reserve with cash flow deficits up to \$1.7 million in support of the MFSP. This should allow the MFSP to continue to meet or exceed the annual target of 80 down payments per year indefinitely, under the current cost sharing formulas. The cash flow deficit will continue as long as the MFSP is in operation. If the program were to cease operations, the deficit would be repaid in approximately five years through the redirection of property taxes to the Affordable Housing Reserve.

### **OPTIONS TO THE RECOMMENDATION**

1. Reduce the MFSP target for 2014 and 2015 completions to 50 units annually. Choosing this option would result in the City being unable to approve any additional projects under the MFSP with completion dates before 2016 when the Affordable Housing Reserve will be sufficiently replenished from the redirection of property taxes. This would result in the City forfeiting the balance of funding that has been allocated by the provincial government for this program in 2014 and 2015 and would limit the ability of the city to achieve the current annual target of 80 units for this program. This option would result in the Affordable Housing Reserve maintaining a cash flow deficit of approximately \$1 million until such time as the program ceases to operate.
2. Another alternative is to transfer up to \$2 million from the Property Realized Reserve (PRR) to the Affordable Housing Reserve for the specific purpose of supporting the MFSP. If and when the MFSP ends, the money would be returned to PRR.

### **POLICY IMPLICATIONS**

Accepting the recommendation in this report would be contrary to Section 3.3 of Reserves for Future Expenditures Policy No. C03-003 which states: "Unless otherwise specified, the application of funds from any reserve established for future expenditures cannot exceed in any year, the reserve's opening balance plus approved provision for that year."

City Council has the authority to approve this recommendation without amending the affected policy.

### **FINANCIAL IMPLICATIONS**

The MFSP is a self-financing program; however, funding must be provided up front meaning deficit financing is required to keep the program running.



Adopting the recommendation in this report will result in an ongoing cash flow deficit in the Affordable Housing Reserve of up to \$1.7 million. This deficit will be eventually recovered through the redirection of property taxes into the Affordable Housing Reserve and will be fully recovered upon termination of the program. This cash flow shortage will need to be covered by the Property Realized Reserve and represents an opportunity cost for those funds. The forgone interest earned by the Property Realized Reserve resulting from covering this deficit is approximately \$51,000 per year.

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

There were no public or stakeholder consultations required.

### **COMMUNICATION PLAN**

Should City Council support the recommendation of the Administration, a communication plan is not required as the program will continue as it currently operates. If City Council chooses an option to the recommendation, the Administration will prepare communications to notify stakeholders of the changes to the program.

### **DUE DATE FOR PROJECT COMPLETIONS AND OR FOLLOW UP**

The targets for the MFSP are reviewed annually as part of the status report on the Housing Business Plan.

### **ENVIRONMENTAL IMPLICATIONS**

No environmental and/or greenhouse gas implications have been identified at this time.

### **PRIVACY IMPACT**

There are no privacy implications.

### **SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

There are no CPTED implications.

### **PUBLIC NOTICE**

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

### **ATTACHMENT**

1. Summary of Projects Approved Under the MFSP

Written by: Daryl Sexsmith, Housing Analyst

Reviewed by: “Alan Wallace”  
Alan Wallace, Manager  
Planning and Development Branch

Reviewed by: “Kerry Tarasoff”  
Kerry Tarasoff, Manager  
Finance Branch

Approved by: “Randy Grauer”  
Randy Grauer, General Manager  
Community Services Department  
Dated: “Sept 19/13”

Approved by: “Murray Totland”  
Murray Totland, City Manager  
Dated: “Sept 20/13”

**Summary of Projects Approved Under the MFSP**

<b>Project Name</b>	<b>Units</b>	<b>Year of Project Completion</b>	<b>Funding from Province of Saskatchewan</b>	<b>Notes</b>
Camponi Place	73	2009 to 2010	\$0	There were 138 housing units sold before April 1, 2011. These units were not eligible for provincial funding and the full cost of the down payment grants was provided by the City.
Pleasant Hill Village	4	2010	\$0	
Realistic Homes	6	2010	\$0	
Borden Crescent	27	2010 to 2011	\$44,650	
Hartford Greens	79	2010 to 2011	\$209,028	
Bella Vista	30	2012	\$150,000	
Bella Vista (builder sponsored)	39	2012	\$0	The builder covered the full cost of 39 down payment grants in this project.
Hartford Crossing	28	2013	\$135,243	
Hartford Crossing (builder sponsored)	36	2013	\$0	The builder covered the full cost of 36 down payment grants in this project.
Ginger Lofts	100	2012 to 2013	\$490,324	60 units already sold with another 40 under construction.
Stonebridge Villas	12	2013	\$60,000	
Town Square Villas	14	2013	\$70,000	
Popular Grove	28	2013	\$70,000	
Cambridge Estates	24	2014	\$60,000	
<b>Total</b>	<b>500</b>		<b>\$1,289,235</b>	

**TO: Secretary, Planning and Operations Committee**  
**FROM: General Manager, Community Services Department**  
**DATE: September 16, 2013**  
**SUBJECT: Wetland Policy Project**  
**FILE NO.: CK. 4110-38 and PL. 4110-63**

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- RECOMMENDATION:**
- 1) that a report be submitted to City Council recommending:
    - a) that City Council approve the required advertising for the proposed amendments to Official Community Plan Bylaw No. 8769 and Zoning Bylaw No. 8770 as described in this report;
    - b) that the General Manager, Community Services Department, be requested to prepare the required notice for advertising the amendments to Official Community Plan Bylaw No. 8769 and Zoning Bylaw No. 8770; and
    - c) that the City Solicitor be requested to prepare the required bylaws;
  - 2) that a report be submitted to the Municipal Planning Commission recommending that at the time of the public hearing, City Council be asked to consider the Administration's recommendation that the proposed amendments to Official Community Plan Bylaw No. 8769 and Zoning Bylaw No. 8770 be approved;
  - 3) that at the time of the public hearing a copy of this report be submitted to City Council recommending that, subject to City Council's adoption of the proposed amendments to Official Community Plan Bylaw No. 8769, the proposed City of Saskatoon Council Policy entitled Wetland Policy, attached to this report, be approved; and
  - 4) that a copy of this report be forwarded to the Saskatoon Environmental Advisory Committee for information.

### **TOPIC AND PURPOSE**

The purpose of this report is to provide an overview of the Wetland Policy Project (WPP) including draft language for incorporation into the appropriate bylaws and City Council policy, and the timeline for implementation of the first stage of the process.

Adoption of this report's recommendations will initiate implementation of the first stage of the WPP.

### **REPORT HIGHLIGHTS**

1. The City of Saskatoon (City) is proposing to adopt a Wetland Policy to balance the ecological integrity of wetlands with the objectives of urban development.
2. The Administration has completed an inventory of wetlands, reviewed best practices from other jurisdictions, and conducted a demonstration project that applied wetland preservation principles in a real neighbourhood planning process.
3. The WPP has been divided into three stages to allow for timelier implementation. Stage One establishes a high-level policy framework and includes amendments to Official Community Plan (OCP) Bylaw No. 8769 and Zoning Bylaw No. 8770, and a proposed new City Council policy.
4. The timeline for this project calls for Stage One to be completed in the fall of 2013. Stage Two, which includes preparing wetland development guidelines and management plans/procedures, is underway.

### **STRATEGIC GOALS**

The recommendations in this report support the Strategic Goals of Sustainable Growth, Environmental Leadership, Quality of Life, and Moving Around. In addition to generally addressing a number of strategies and priorities within these Strategic Goals, the WPP directly addresses the following priority under the Strategic Goal of Environmental Leadership:

“Consider mitigation strategies for the impact of severe weather events on the City's infrastructure.”

The incorporation of natural and constructed wetlands into urban development can help mitigate the risk and severity of flooding.

### **BACKGROUND**

During its December 18, 2006 meeting, City Council approved a Capital Project for the development of a Wetland Policy. A Wetland Policy Steering Committee (Steering Committee) was struck with representation from several environmental organizations, the development community, and various civic branches.

In 2009, Stantec Consulting Ltd. conducted a Wetland Policy Study for the City. The study included recommendations with regards to the content of a wetland policy, as well as mapping and field work to prepare a preliminary wetland inventory.

In 2012, the Planning and Development Branch initiated a Wetland Policy Demonstration Project to provide the development community with an opportunity to demonstrate its ability to achieve a number of guiding principles for wetland preservation in a real neighbourhood planning process. The demonstration project for the first neighbourhood in the Holmwood Suburban Development Area was completed in fall of 2012. Working in collaboration with the Administration, the developer followed a process of identifying and assessing wetlands in the development area and evaluating how well the proposed neighbourhood design met the principles of the project. The project demonstrated a reasonable balance between the need to accommodate continued urban development and the preservation and integration of wetlands into the city.

## **REPORT**

### Wetland Policy Project – Approach

Implementation of the WPP will occur in three phases as described below:

- 1) Stage One: Framework – establishes the high-level policy framework, based on the demonstration project, and includes amendments to OCP Bylaw No. 8769 and Zoning Bylaw No. 8770, and a new City Council policy.
- 2) Stage Two: Refinement – includes the development of a wetland inventory, wetland development guidelines, wetland management plan/procedures, and consequential policy amendments.
- 3) Stage Three: Implementation – addresses implementation of the policy and includes wetland mitigation plans to be included in neighbourhood concept plans, monitoring during and after development, and ongoing management of preserved wetlands.

This report addresses Stage One of the WPP by establishing the policy framework that includes wetlands-specific amendments to OCP Bylaw No. 8769 and Zoning Bylaw No. 8770, and a new City Council policy.

1. OCP Bylaw No. 8769 Amendment – will provide high-level principles, objectives, and policy statements for the preservation and integration of wetlands into urban development (see Attachment 1).
2. Zoning Bylaw No. 8770 Amendment – is a consequential amendment that will require a development permit for any modification to a wetland in order to ensure that development is carried out in accordance with the wetland policy (see Attachment 2).
3. City Council Policy – Wetland Policy – is a proposed new City Council policy that defines the process to implement the broad principles and objectives for

wetlands outlined in the proposed OCP Bylaw No. 8769 amendment (see Attachment 3). Key elements of the policy are:

- a. Requirements for submission of a “Wetland Mitigation Plan” along with any development proposal that has the potential to impact wetlands (such as Concept Plans and major roadway construction). Among various requirements, Wetland Mitigation Plans will need to provide an account of anticipated impacts on wetlands as a result of development, and proposed measures to be taken to mitigate these impacts;
- b. A City-wide Wetland Inventory – this will add detail to the 2009 preliminary wetland inventory in the City’s future growth areas and will classify them according to permanence, level of function, and significance; and
- c. Wetland Development, Design, and Management Guidelines – the policy requires the establishment of wetland development and management guidelines for Saskatoon to sensitively integrate wetlands into urban development and ensure they are maintained and managed appropriately on a long-term basis. Where it is appropriate to integrate wetlands into the storm water management system, specific design standards for wetlands will be necessary.

### Wetland Policy Project Timeline

Stage One of the WPP is expected to be completed in the fall of 2013. The timeline for Stage One is as follows:

- Late August/Mid-September – launch public education and awareness campaign;
- Fall – Committee and Council Review:
  - Planning and Operations Committee
  - City Council (for approval to advertise);
  - Municipal Planning Commission;
  - Saskatoon Environmental Advisory Committee; and
- November – Public hearing and City Council decision on proposed bylaw amendments and new City Council policy.

Stage Two has begun and is occurring concurrently with the final portion of Stage One. A Request for Proposals (RFP) is currently in progress, calling for the creation of Wetland Development, Design, and Management Guidelines. This work is being coordinated jointly with the relevant civic branches. When completed, this document will form an integral part of the Wetland Policy, guiding how development should relate to wetlands and providing specific standards for the design of wetlands to enable integration into the storm water management system. It will also address guidelines for ongoing wetland management.

Other components of Stage Two, including the wetland inventory and any consequential policy amendments to other City policies that maybe required, are expected to commence in early 2014.

### **OPTIONS TO THE RECOMMENDATION**

City Council could choose to not adopt the recommendations of this report. Should City Council choose this option, the City would be left with no policy framework to specifically address the preservation, construction, and incorporation of wetlands into urban development. The Administration would require further direction for the development of a Wetland Policy.

### **POLICY IMPLICATIONS**

Stage One of the WPP requires amendments to OCP Bylaw No. 8769 and Zoning Bylaw No. 8770, as well as the creation of a new City Council policy. Other policies currently under revision such as the Park Development Guidelines Policy No. A10-017, have included consideration for the forthcoming Wetland Policy.

### **FINANCIAL IMPLICATIONS**

It is estimated that capital costs for constructed wetlands could range from a 25 percent premium to an 8.7 percent discount when compared to the equivalent traditional storm pond. However, the difference is expected to narrow as the City becomes more experienced in this area. Capital costs for integrating preserved natural wetlands into the storm water management system are expected to be significantly lower than either constructed wetlands or traditional storm ponds, but may only be suitable in some situations.

Long-term operation and maintenance costs for constructed wetlands and preserved natural wetlands have been shown to be substantially lower than equivalent traditional storm ponds – as little as 21 percent of the cost of a traditional approach.

Specific cost implications of the proposed wetland policy have not been identified at this time. The policy is intended to be flexible and be implemented on a case-by-case basis as the number, size, and treatment of wetlands can vary substantially by area.

Where wetlands are preserved within an urban growth area, there may be cost implications for developers resulting from a reduction in the total developable area. This must be balanced with the benefits to the City and residents of preserving wetlands, including:

- a) groundwater recharge;
- b) storm water storage, providing natural flood protection;
- c) natural purification of surface water;
- d) habitat and food sources for waterfowl and wildlife;
- e) greenhouse gas absorption; and



- f) recreational and educational amenities.

Detailed standards for wetland construction/preservation are currently being developed as part of Stage Two of the WPP. Following completion of these detailed standards, the City will be in a better position to develop cost estimates.

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

The Steering Committee was struck with representation from several environmental organizations, the development community, and various civic branches. This Steering Committee has met regularly throughout the course of the WPP, most recently on May 22, 2013, to review the proposed City Council policy and proposed bylaw amendments. The Steering Committee is supportive of the policy's overall approach to preserving and integrating wetlands into the urban environment. In June 2013, these materials were also presented to the Saskatoon Environmental Advisory Committee and the Developers' Liaison Committee. The feedback received has been incorporated into the proposed City Council policy and proposed bylaw amendments.

Internal discussions with various civic departments will continue through subsequent stages of the WPP to address implementation of the policy, responsibilities, and impacts to civic operations.

### **COMMUNICATION PLAN**

The WPP is city-wide, primarily affecting current undeveloped lands in the City's future growth areas. As such, a broad, web-based campaign for public education and awareness is the preferred method for engaging the public. This campaign involves a new City webpage dedicated to providing information and updates about the project, and includes an opportunity for the public to provide feedback on the draft policy documents. This approach is intended to help build residents' understanding of the value of wetlands, what it means for new neighbourhoods, and why these areas will not look like traditional neighbourhood parks. WPP information can be found on the City's webpage at [www.saskatoon.ca](http://www.saskatoon.ca) by clicking 'W' for Wetland Policy Project.

### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

Stage One of the WPP, which includes amendments to OCP Bylaw No. 8769 and Zoning Bylaw No. 8770, and a new City Council policy, is expected to be brought forward to City Council in the fall of 2013.

Stage Two of the WPP is currently underway and is expected to be completed in 2014. Stage Three involves the implementation of the policy through review processes and education, ongoing operations/maintenance of integrated wetlands, and monitoring and evaluation of the program. This will commence following adoption of the policy as development proposals involving natural or constructed wetlands are brought forward and is expected to continue on an ongoing basis.

## **ENVIRONMENTAL IMPLICATIONS**

Wetlands provide many valuable ecological benefits such as groundwater recharge and improved water quality, filtration, and storage of nutrients and sediments, greenhouse gas sequestration, and enhanced wildlife habitat and biodiversity. Therefore, the preservation of wetlands within Saskatoon will improve water quality and quantity, preserve biodiversity, and have a positive effect on greenhouse gas emissions.

## **PRIVACY IMPACT**

There are no privacy implications.

## **SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

There are no immediate safety/CPTED issues related to this report. Any safety/CPTED issues will be addressed at the implementation stage of the Wetland Policy.

## **PUBLIC NOTICE**

Public Notice is required for consideration of the proposed OCP Bylaw No. 8769 and Zoning Bylaw No. 8770 amendments, pursuant to Section 11 of Public Notice Policy No. C01-021.

## **ATTACHMENTS**

1. Official Community Plan Bylaw No. 8769 Proposed Amendment
2. Zoning Bylaw No. 8770 Proposed Amendment
3. Draft Wetland Policy – City of Saskatoon Council Policy

Written by: Chris Schulz, Senior Planner; and  
Michelle Grenwich, Planner

Reviewed by: “Alan Wallace”  
Alan Wallace, Manager  
Planning and Development Branch

Approved by: “Randy Grauer”  
Randy Grauer, General Manager  
Community Services Department  
Dated: “Sept 17/13”

Approved by: “Murray Totland”  
Murray Totland, City Manager  
Dated: “Sept 20/13”

## **Official Community Plan Bylaw No. 8769 Proposed Amendment**

Create a new section as below:

### **9.5 Wetlands Conservation and Management**

#### **9.5.1 Objectives**

- (a) To achieve the responsible stewardship of wetland resources as part of a holistic approach to urban development that balances the need for conservation with other considerations including compact development, transportation and connectivity, financial feasibility, and quality of life.
- (b) To ensure that natural and constructed wetland resources are integrated into the urban environment in a way that:
  - i) is sensitive to their ecological integrity;
  - ii) recognizes their natural and social values as community amenities;
  - iii) accounts for their hydrological function in terms of both natural processes and as part of the storm water management system;
  - iv) considers the need for appropriate ongoing management; and
- (c) To conserve the biodiversity and function of significant wetland resources prior to, during, and after land development.

#### **9.5.2 Policies**

- (a) The policies contained in this section will be implemented through an applicable Council Wetland Policy.
- (b) Urban development should strive to:
  - i) Avoid impacts to wetlands, where reasonably possible, with particular consideration given to significant wetland resources;
  - ii) Minimize impacts to wetlands where avoidance cannot be fully achieved; and
  - iii) Undertake compensatory mitigation for any impacts to wetlands that occur as a result of development.
- (c) During the review of area sector plans and area concept plans, the City will favour the preservation of existing significant wetland

resources over the restoration of drained wetlands or the creation of new wetlands.

- (d) Developers should consider creative ways to design development projects to ensure the least possible disturbance/alteration of retained wetlands, including the maintenance of existing natural drainage in wetlands and their riparian areas, consideration of important upland areas and the minimization of disturbances to wetlands and riparian habitat, wildlife, soils and vegetation before, during, and after the development process.
- (e) Wetlands may be integrated into the storm water management system where it is feasible to do so. Storm water management plans must consider the sensitivity and ecological functions of wetlands and their associated riparian areas and work to ensure sustainability in an urban setting.
- (f) Where wetlands are present on lands that are subject to the Saskatoon Airport Zoning Regulations, the developer may be required to seek the approval of Transport Canada, the Saskatoon Airport Authority, NavCanada, and such other agencies as may be appropriate, prior to a development permit being issued.
- (g) The City will manage and monitor retained wetlands and associated riparian areas with a goal to maintaining or enhancing water quality and function, both as natural areas and as part of the City's storm water management system.
- (h) The City will work with its regional partners to encourage responsible wetland stewardship in the region.

## DEFINITIONS

Add a new definition to section 18.6 as follows:

**Wetland** – Lands having water at, near, or above the land surface or land that is saturated with water long enough to promote wetland or aquatic processes as indicated by poorly drained soils, aquatic vegetation and various kinds of biological activity which are adapted to a wet environment. Wetlands can hold water temporarily or permanently, with water levels fluctuating over the course of a single year and over many years with climactic cycles.

## Zoning Bylaw No. 8770 Proposed Amendment

Replace the existing Section 5.3 with the following:

### **5.3 Excavation, Stripping and Grading of Land and Modification of Wetlands**

- (1) In this Section:
  - (a) **"excavation"** means sand and gravel extraction, top soil stripping, the grading of land for drainage purposes, the grading of land, the clearing of vegetation from land and any similar activity, but does not include:
    - (i) excavation for construction or building purposes associated with a valid development permit or a valid certificate of approval for subdivision; or
    - (ii) excavation or the removal of vegetation for maintenance or landscaping purposes on a site where a development permit has previously been issued;
  - (b) **"modification of wetlands"** includes, but is not limited to, removing or adding any type of material, including vegetation, to the bed, bank or boundary of a wetland, draining a wetland or any type of interference with the hydrological function of a wetland; and
  - (c) **"wetland"** means lands having water at, near or above the land surface or land that is saturated with water long enough to promote wetland or aquatic processes as indicated by poorly drained soils, aquatic vegetation and various kinds of biological activity which are adapted to a wet environment. Wetlands can hold water temporarily or permanently with water levels fluctuating over the course of a single year and over many years with climatic cycles.
- (2) A development permit is required for the excavation, stripping and grading of land and the modification of wetlands .
- (3) A person wishing to excavate , strip or grade land, or modify wetlands shall provide the following information in their application for a development permit:
  - (a) the location and area of the site on which the excavation,

stripping , grading or modification of wetlands is to take place;

- (b) where required by the Development Officer, the existing land use, wetlands and vegetation , including a natural areas screening report; and
  - (c) the amount and type of vegetation , soil or other material to be removed or relocated, and the condition in which the land is to be left when the excavation is complete .
- (4) In addition to the requirements of Subsection (3), a person wishing to modify wetlands shall provide in their application for a development permit details of the proposed modifications to wetlands and proposed mitigation measures in accordance with the applicable Council Policy- Wetlands Policy, and the condition in which the land is to be left when the modification of wetlands is complete .
- (5) Except as provided for in Subsection (6), a development permit shall not be issued unless there is an approved area concept plan or subdivision for the area.
- (6) Consistent with Sections 9.0 and 10.0 of the Official Community Plan, the Development Officer may issue a development permit for the excavation , stripping and grading of land when satisfied that the excavation is necessary for the interim use, development or maintenance of the subject land, prior to a final area concept plan or subdivision being approved for the area, and considering the conservation of important natural areas , vegetation and wetlands , the maintenance of effective drainage patterns, and the health and safety of persons in the area .

# CITY OF SASKATOON COUNCIL POLICY

NUMBER

C0

<b>POLICY TITLE</b> <i>Wetland Policy</i>	<b>ADOPTED BY:</b> <i>City Council</i>	<b>EFFECTIVE DATE</b>
<b>ORIGIN/AUTHORITY</b> <i>Clause 2 , Report 18 – 2006 of the Planning and Operations Committee</i>	<b>CITY FILE NO.</b> <i>CK.</i>	<b>PAGE NUMBER</b> <i>1 of 9</i>

## 1. PURPOSE

- 1.1 To implement the Official Community Plan Bylaw No. 8769 concerning wetlands conservation and management.
- 1.2 To provide guidance to landowners, developers, and City of Saskatoon (City) staff on achieving responsible integration of wetlands into the urban environment.

## 2. DEFINITIONS

- 2.1 Buffer – is an area of relatively undisturbed vegetation adjacent to a wetland and its riparian area that serves to reduce adverse effects to wetland function from adjacent development and activities.
- 2.2 Compensatory Mitigation – measures used to offset any impacts to wetlands and/or wetland function that may result from urban development. Compensatory mitigation can include measures such as wetland buffers, landscaping, wetland restoration, enhancement, preservation, and/or constructed wetlands.
- 2.3 Constructed Wetland – a constructed and/or modified water body that fluctuates with water drainage but holds water at all times. Constructed wetlands are designed to mimic some or all of the functions of naturally-occurring wetlands, including filtering pollutants from storm water runoff, and providing habitat with associated buffers/riparian areas.
- 2.4 Dedicated Land – comprises buffer strips, Municipal Reserve, Environmental Reserve and Municipal Utility Parcels as defined in *The Planning and Development Act, 2007*.
- 2.5 Enhancement – modification of one or more physical, chemical, or biological features of wetlands to achieve improved function within a degraded wetland.

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- 2.6 Naturalized Park – as defined by the City’s Park Development Guidelines Administrative Policy No. A10-017.
- 2.7 Riparian Area – transitional areas between aquatic and terrestrial ecosystems. The plants and soils within riparian areas are strongly influenced by the presence of water.
- 2.8 Significant Wetland Resources – wetlands classified as “Preserve” in accordance with the Minnesota Routine Assessment Method and any wetlands located within significant wetland complexes as identified in the City’s Wetland Inventory and Functional Assessment.
- 2.9 Wetland – lands having water at, near, or above the land surface or land that is saturated with water long enough to promote wetland or aquatic processes as indicated by poorly drained soils, aquatic vegetation, and various kinds of biological activity which are adapted to a wet environment. Wetlands can hold water temporarily or permanently, with water levels fluctuating over the course of a single year and over many years with climactic cycles.
- 2.10 Wetland Complex – a combination of individual wetlands and surrounding riparian areas that have complementary functions and have greater significance when viewed together compared to individual significance.
- 2.11 Wetland Function - a natural process or series of natural processes that take place within a wetland and can be grouped broadly as physical, biological, and chemical. Typically, these processes can include the storage of water, transformation of nutrients, growth of living matter, and the value these processes have for the wetland itself and the surrounding ecosystems.
- 2.12 Wetland Functional Assessment – a process used to measure or quantify the level or quality of function of an existing wetland. For the purposes of this policy, the Minnesota Routine Assessment Method will be used for any required wetland functional assessments.



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2.13 Wetland Impact – infilling, altering, or physically draining a wetland, any impact to the riparian area, and any type of interference with the hydrological function of the wetland.

### 3. POLICY

#### 3.1 Wetland Inventory and Functional Assessment

- a) The City will maintain an inventory of wetland resources that includes both classification and functional assessment of wetlands and the identification of any significant wetland complexes. The inventory will be comprised of existing data where available, and information obtained from supplementary studies in new growth areas or where applicable data is absent. This inventory will be comprised of maps and tabular data for all growth areas of the city.
- b) Identification and Classification – the Wetland Inventory will include the identification and classification of all wetlands within the identified area according to the Steward and Kantrud Wetland Classification System.
- c) Functional Assessment – where conditions are conducive to a high level of wetland function, the Wetland Inventory will include a functional assessment of selected Stewart and Kantrud Class 3, 4, and 5 wetlands to be conducted using the Minnesota Routine Assessment Method. If not previously existing as part of the Wetlands Inventory or if conditions may have changed significantly from a previous assessment, a functional assessment should be conducted as part of Natural Area Screening during the Area Sector Plan or Area Concept Plan process. Conditions that can trigger a functional assessment include:
- i. primarily natural surroundings/limited adjacent cultivation;
  - ii. existence as part of a wetland complex; and
  - iii. previous identification or known presence of rare or endangered species or suitable habitat.
- d) Wetland Complexes – The Wetland Inventory will include identification of wetland complexes and associated riparian areas

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that are significant based on the above functional assessment. Regardless of the functional class of individual wetlands contained within them, wetland complexes identified as significant shall have the highest priority for protection and preservation.

### 3.2 Wetland Mitigation Plan

- a) A Wetland Mitigation Plan:
  - i. is required by the City as an integral part of any Area Concept Plan or Area Concept Plan Amendment that has the potential to impact wetlands identified as Preserve, Manage 1 and Manage 2 according to the functional assessment categories as identified in the City's Wetland Inventory; and
  - ii. may, at the discretion of the Planning and Development Branch and in consultation with the Environmental Services Branch, be required for any other development proposal that requires City approval, including the development of civic facilities and infrastructure, and any public or private utilities, if the development has the potential to impact wetlands identified as Preserve, Manage 1 and Manage 2 according to the functional assessment categories as identified in the City's Wetland Inventory.
- b) In conjunction with the Administrative review of an Area Concept Plan, the included Wetland Mitigation Plan will be reviewed for compliance with this policy and the demonstration of a reasonable balance between anticipated impacts to wetland resources resulting from a proposed development, and measures taken to mitigate for those impacts.
- c) Significant wetland resources identified in the Wetland Inventory should be the primary focus of preservation efforts. Unavoidable impacts to significant wetland resources will require compensatory mitigation.

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- d) A Wetland Mitigation Plan must include:
- i. An account of anticipated impacts to all wetlands in the Concept Plan area identified as Preserve, Manage 1 and Manage 2 according to the functional assessment categories as identified by the City's Wetland Inventory, with a focus on any wetland resources identified as significant;
  - ii. An explanation of all measures, which must be consistent with the Wetland Development Guidelines, that will be taken to mitigate for impacts as part of the proposed development;
  - iii. If applicable, an explanation of any impacts for which mitigation is not proposed;
  - iv. For all retained wetlands, an explanation of how development will interface with wetlands and their associated riparian areas and how successful establishment of vegetation communities will be ensured;
  - v. A description of measures to be taken to ensure that impacts on wetlands are minimized while development is underway;
  - vi. A monitoring strategy to ensure the measures outlined in the Wetland Mitigation Plan are implemented; and
  - vii. A proposed allocation of wetlands, associated riparian areas and buffers into categories of Dedicated Lands. The allocation will be subject to the review and approval of the City.
- e) Possible compensatory mitigation measures to offset impacts to wetlands include:
- i. Permanent preservation of wetlands;
  - ii. Restoration or enhancement of wetlands;
  - iii. Replacement of wetland function through the development of constructed wetlands or the re-establishment/restoration of historical wetlands;
  - iv. Development of sensitive recreational, educational and/or interpretive infrastructure adjacent to retained wetlands and associated riparian areas;
  - v. Development, within the Concept Plan area, of sediment forebays, bioswales, rain gardens, and other storm water management features that may provide for pre-treatment of

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runoff and/or reduce the need for traditional storm water management infrastructure.

- f) For any development that requires City approval, where a Wetland Inventory has not been completed, the City may require the developer to undertake a Wetland Inventory for the subject development area in accordance with Section 3.1 of this policy.
- g) The City may, at the time of subdivision and in accordance with *The Planning and Development Act, 2007*, enter into a servicing agreement with the developer to ensure the measures proposed in the Wetland Mitigation Plan are completed.

### 3.3 Wetland Development Guidelines

- a) Wetland Development Guidelines will be established to provide guidance for:
  - i. general establishment and management procedures for constructed and preserved wetlands;
  - ii. buffer widths;
  - iii. erosion and sediment control measures;
  - iv. pre-treatment, treatment, and conveyance to maintain acceptable water quality and quantity levels, including maintenance reduction measures where wetlands are integrated into the storm water system;
  - v. maintenance of hydrologic function;
  - vi. protection of wetland resources during development;
  - vii. management regime for initial establishment of wetland and riparian plant communities;
  - viii. harvest and reuse of wetland and riparian soils where wetlands are modified or lost to development;
  - ix. types of vegetation to be planted and timelines for establishment recognizing that native plants should be used if possible; and
  - x. low impact development techniques.
- b) The construction process is critical to the establishment and growth of the vegetative community of a wetland. Any alteration or

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development within a wetland should be sequenced such that plant growth is maximized during the first growing season.

- c) Where wetlands are being used for storm water storage and treatment, measures such as the installation of suitable control structures should be taken to mimic the natural hydrologic cycles wherever possible.
- d) In the absence of Wetland Development Guidelines, development proposals impacting significant wetland resources should address each of the elements identified in clauses 3.3 a) and 3.3 b) above, as part of the Wetland Mitigation Plan, along with supporting documentation based on advice from a Qualified Wetland Aquatic Environment Specialist, or suitable alternative as determined by the Development Officer and/or demonstration of adherence to best practices used in other jurisdictions.

## 3.4 Wetland Management

- a) Retained wetlands, including Constructed Wetlands and associated riparian areas should normally be integrated into the City's parks system and managed as Naturalized Parks.
- b) Management efforts will focus on ensuring that wetlands and associated riparian areas maintain or improve the level of ecological function and water quality over the long term and should include a program for regular monitoring and evaluation.
- c) Where wetlands provide a storm water management function in an area, necessary maintenance on the wetland in support of this system should be sensitive to the wetland management regime and should strive to avoid and/or minimize negative impacts to the ecological function and water quality of the wetland.

## 4. RESPONSIBILITIES

- 4.1 General Manager, Community Services Department – shall be responsible for:

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- a) Administering this Policy and recommending updates to this Policy;
- b) Maintaining, and developing where necessary, a wetlands inventory and functional assessment for all growth areas of the city;
- c) Ensuring incorporation of this Policy in the Official Community Plan and other statutory documents;
- d) Reviewing and approving Wetland Mitigation Plans in conjunction with the Administrative review of any Area Concept Plans or other development proposal where required;
- e) Undertaking and maintaining Servicing Agreements to ensure appropriate compensatory mitigation measures are taken.

4.2 General Manager, Infrastructure Services Department – shall be responsible for:

- a) Informing supervisors and managers in affected branches of the procedures relative to this policy;
- b) Ensuring that other policies administered by the department are consistent with this policy;
- c) Reviewing and approving Wetland Mitigation Plans in conjunction with the Administrative review of any Area Concept Plans or other development proposal where required;
- d) Developing and implementing a management strategy for the ongoing operation and maintenance of preserved and constructed wetlands; and
- e) Recommending annual budget requirements to implement the procedures relative to this policy.

4.3 General Manager, Utility Services Department – shall be responsible for:

- a) Assisting in the administration of this policy and recommending updates to this policy;

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- b) Informing supervisors and managers in affected branches of the procedures relative to this policy;
- b) Ensuring that other policies administered by the department are consistent with this policy;
- c) Reviewing and approving Wetland Mitigation Plans in conjunction with the Administrative review of any Area Concept Plans or other development proposal where they are required;
- d) Developing and maintaining Wetland Development Guidelines;
- e) Developing and implementing a management strategy for the ongoing operation and maintenance of preserved and constructed wetlands; and
- f) Recommending annual budget requirements to implement the procedures relative to this policy.

4.4 Planning and Operations Committee – shall be responsible for:

- a) Reviewing proposed policies and policy revisions and referring such policies to City Council for approval.

4.5 City Council – shall be responsible for:

- a) Reviewing and approving any proposed policies and policy revisions as recommended by the Planning and Operations Committee.

**TO:** Secretary, Planning and Operations Committee  
**FROM:** General Manager, Infrastructure Services Department  
**DATE:** September 13, 2013  
**SUBJECT:** Enquiry – Councillor R. Donauer (August 15, 2012)  
Dandelion and Weed Control, Grass Cutting in Parks and  
Right-of-Ways  
AND  
Proposed Amendment to Policy C03-003 Reserves for Future  
Expenditures - Creation of a Parks Branch Grounds Maintenance  
Stabilization Reserve  
**FILES:** CK. 4200-1, x1815-1

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**RECOMMENDATION:** that the following report be submitted to City Council recommending that Policy C03-003, Reserve for Future Expenditures, be amended to include a Parks Branch Grounds Maintenance Stabilization Reserve.

### **TOPIC AND PURPOSE**

This report is to obtain City Council approval to create a Parks Branch Grounds Maintenance Stabilization Reserve.

### **REPORT HIGHLIGHTS**

1. Administration confirms the Parks Branch is able to maintain the approved levels of service during a regular turf growing season with average rainfall accumulations; however, labour and equipment are at maximum capacity.
2. Administration further confirms that dry land turf areas in parks, road rights-of-way, shelterbelts, ditches, etc., usually do not see the growth that has been seen over the past two growing seasons. In 2012, which had the second highest rainfall on record, the Parks Branch was unable to attain or maintain its service levels in the above-noted dry land areas. This was the case again this spring, but with the recent drier weather we have been able to maintain the service levels.
3. The Administration is recommending that a Parks Branch Grounds Maintenance Stabilization Reserve be created to provide funding to either have existing staff work outside of normal working hours, i.e. shift differential or overtime; or to hire a contractor, to maintain approved service levels and offset the increased turf growth in years when there are above normal moisture accumulations.

### **STRATEGIC GOALS**

The creation of a Grounds Maintenance Stabilization Reserve supports the City of Saskatoon Strategic Goal, Culture of Continuous Improvement, as it will help to implement specific tools to provide a more coordinated approach to customer service.



## **BACKGROUND**

City Council, at its meetings held on December 4 and 5, 2012, during consideration of the 2013 Preliminary Operating and Capital Budget, considered a report of the General Manager, Infrastructure Services Department, providing information in response to an enquiry from Councillor Donauer regarding options to enhance dandelion and weed control, grass cutting in parks and rights-of-way, and the costs of the options. City Council resolved that the Administration report further regarding the establishment of a Parks Branch Stabilization Reserve.

## **REPORT**

The current level of service for mowing of all turf areas is as follows:

<b>2013 Mowing Schedule</b>	
<b>Type</b>	<b>Frequency</b>
General irrigated park turf	Once/week
General non-irrigated park turf	Once/21 days
Dryland sportsfield turf	Once/14 days
Roadway ditches, non-irrigated centre medians, road rights-of-way	Once/month
Irrigated centre medians and road rights-of-way	Once/month
Shelterbelts and residential flankages	Twice/season
Charged/irrigated sportsfield turf	Twice/week during "active" season; then once/week
Toboggan hills	Once/21 days up to July 15 (The hills are not mowed after July 15.)
Dryland slopes/berms (The City does not mow dryland slopes/berms greater than 3:1 gradient)	Twice/season

Administration confirms the Parks Branch is able to maintain the approved levels of service during a regular turf growing season with average rainfall accumulations; however, labour and equipment are at maximum capacity.

Administration further confirms that dry land turf areas in parks, road rights-of-way, shelterbelts, ditches, etc., usually do not see the growth that has been seen over the past two growing seasons. In 2012, which had the second highest rainfall on record, the Parks Branch was unable to attain or maintain its service levels in the above-noted dry land areas. This was the case again this spring, but with the recent drier weather we have been able to maintain the service levels.

The Administration is recommending that a Parks Branch Grounds Maintenance Stabilization Reserve be created to provide funding to either have existing staff work outside of normal working hours, i.e. shift differential or overtime; or to hire a contractor, to maintain approved service levels and offset the increased turf growth in years when there are above normal moisture accumulations.

The proposed Parks Branch Grounds Maintenance Stabilization Reserve should be described in Policy C03-003, Reserves for Future Expenditures, as follows:

### **“Parks Branch Grounds Maintenance Stabilization Reserve**

#### **Purpose**

To accumulate funds for the purpose of offsetting any over expenditures in the City’s grounds maintenance budgets attributable to variations in normal summer weather conditions, thereby stabilizing the effect of weather variations on the mill rate and on the City’s year-end financial position.

#### **Source of Funds**

It is recommended that in years where the expenditures of the Parks Maintenance and Design Service Line are less than the approved budget, that this amount be transferred to the Parks Branch Grounds Maintenance Stabilization Reserve at year end. The balance of the Parks Branch Grounds Maintenance Stabilization Reserve shall not exceed a value equal to the Parks Maintenance and Design Service Line component of the annual budget.

#### **Application of Funds**

- a) The Reserve shall only be used to finance unanticipated over expenditures arising when actual Parks Maintenance and Design Service Line operating expenditures exceed budgeted grounds maintenance expenditures due to variations in normal summer weather conditions.
- b) Withdrawals from the Reserve shall be subject to the following authorizations:
  - i) General Manager, Infrastructure Services - may approve a cumulative withdrawal during the fiscal year, not to exceed 5% of the Parks Maintenance and Design Service Line budget.
  - ii) City Manager may approve a cumulative withdrawal during the fiscal year, not to exceed 10% of the Parks Maintenance and Design Service Line budget.
  - iii) City Council approval is required when the cumulative withdrawal during the fiscal year exceeds 10% of the Parks Maintenance and Design Service Line budget.

**Responsibility/Authority**

- a) The Corporate Finance Manager shall have authority to affect a year-end transfer of unexpended Parks Maintenance and Design Service Line funds to the Parks Branch Grounds Maintenance Stabilization Reserve.
- b) The General Manager, Infrastructure Services shall monitor the adequacy of the annual provision from general revenues to the Reserve, and when and if appropriate, recommend changes.”

Historically, the Parks Branch operating programs have been able to balance their budgets through under expenditures in one program with over expenditures in another and given the seasonal nature of the work, Administration can also balance the budget through late recall or early lay off of staff.

**OPTIONS TO THE RECOMMENDATION**

No other options were considered.

**POLICY IMPLICATIONS**

If the creation of the Parks Branch Grounds Maintenance Stabilization Reserve is approved, revisions to Policy C03-003, Reserves for Future Expenditures, will be required.

**FINANCIAL IMPLICATIONS**

It is recommended that the Parks Branch Grounds Maintenance Stabilization Reserve be funded from any positive variance resulting from operations on an annual basis; therefore, there is no mill rate impact.

**PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

Public and/or stakeholder involvement is not required.

**COMMUNICATION PLAN**

No communication plan is required.

**ENVIRONMENTAL IMPLICATIONS**

The recommendation, based on average equipment usage, will result in increased fuel use by mowing equipment, which in turn will result in increased greenhouse gas (GHG) emissions associated with the City’s turf maintenance program.

**PRIVACY IMPACT**

There are no privacy implications.

**SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

A CPTED review is required for this project.

**DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

A follow-up report is not required.

**PUBLIC NOTICE**

Public Notice, pursuant to Section 3 of Policy C01-021, Public Notice Policy, is not required.

Written by: Wayne Briant, Manager  
Parks Branch

Approved by: “Mike Gutek”  
Mike Gutek, General Manager  
Infrastructure Services Department  
Dated: “September 20, 2013”

Approved by: “Murray Totland”  
Murray Totland  
City Manager  
Dated: “September 20, 2013”

**TO: Secretary, Planning and Operations Committee**  
**FROM: General Manager, Community Services Department**  
**DATE: September 16, 2013**  
**SUBJECT: Capacity for Newcomer Settlement and Integration in Saskatoon:  
Taking Stock for Taking Action**  
**FILE NO.: CK. 100-21, LS. 220-48 and RR. 115-2**

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**RECOMMENDATION:** that a copy of this report be submitted to City Council and the Cultural Diversity and Race Relations Advisory Committee for information.

### **TOPIC AND PURPOSE**

The purpose of this report is to provide an overview of the report "Capacity for Newcomer Settlement and Integration in Saskatoon: Taking Stock for Taking Action" (Immigration Report) (see Attachment 1). The Immigration Report was commissioned by the City of Saskatoon (City) to be a report card on what has been done in the past six years in the area of immigration and integration, what is being done now, and what needs to be considered both for the City, as well as the community at large. The overarching objective of the Immigration Report is twofold: First, to provide an overview and assessment of the organizational capacity both within the City and within Saskatoon's community to meet the settlement, economic, social, and civic integration needs of newcomers (i.e. immigrants and refugees); and second, to identify potential strategic directions and initiatives to continue to increase that capacity.

### **REPORT HIGHLIGHTS**

1. The Immigration Report provides non-governmental and governmental stakeholders within the settlement and integration sector, as well as members of the general public, with information, perspectives, and potentially valuable strategic directions and initiatives for building organizational capacity to meet the needs of newcomers.
2. Three major findings emerged:
  - i) organizational capacity to meet the needs of newcomers has increased substantially during the past six years both within the City and within Saskatoon's community;
  - ii) despite the increase in organizational capacity, more capacity is still needed to meet various needs of newcomers; and
  - iii) there is a high degree of support within and beyond the immigration sector for continuing to build on the existing capacity to meet the needs of newcomers.
3. Governmental and non-governmental organizations, as well as all residents of Saskatoon, have a role to play in enhancing Saskatoon's capacity in meeting the needs of newcomers, and in enhancing Saskatoon's reputation as a "Welcoming Community."

4. Specific to the City, Section 8 of the Immigration Report identifies several initiatives for building on the existing capacity at the municipal level. The City has undertaken some of the initiatives and will continue to build on these strategic actions going forward in the implementation of the overall Immigration Action Plan.
5. A prevailing view among many who provided input for the Immigration Report is that any policies and programs targeted for newcomers must be developed, implemented, and funded in ways that are in harmony with the existing and future policies and programs designed to benefit the Aboriginal and non-Aboriginal population living in Saskatoon, the province, and the rest of the country. This is imperative from the standpoint of social equity and prudent community and economic development.

### **STRATEGIC GOAL**

The Immigration Report supports the Strategic Goal of Quality of Life, and the four-year priority of implementing the Immigration Action Plan. The Administration has been and will continue to carry out initiatives to ensure Saskatoon is a city that welcomes newcomers, encourages participation in all aspects of civic life, removes barriers to services, provides information and employment, responds to the special needs of communities, and is a leader in advocating for equitable and effective programs and policies to support everyone who lives here and/or is considering making Saskatoon home.

### **BACKGROUND**

In 2004, the Cultural Diversity and Race Relations (CDRR) Committee recommended that the City develop an Immigration Strategy and Action Plan. The result of that recommendation was the 2006 report entitled “Building Saskatoon to Become a Global City: A Framework for an Immigration Action Plan” (Pontikes and Garcea, 2006).

The Saskatoon Immigration Project emerged from a recommendation within the 2006 report and was the beginning of a tripartite partnership with the provincial government, Ministry of the Economy; and the federal government, Citizenship and Immigration Canada. In 2007, with financial support from the provincial and federal governments, the City hired the Immigration Community Resource Coordinator (ICRC) to begin work on formalizing the Immigration Action Plan. The primary focus in the initial stages of the immigration project was to engage the community and raise awareness of emerging trends in immigration, and to be the catalyst in helping build capacity in the community to address the needs of newcomers. Since 2007, the City with the support of both the federal and provincial governments has undertaken a multitude of initiatives and hosted a number of community forums all focused on building capacity to meet the needs of newcomers.

In 2011, the Steering Committee comprised of representatives from the three levels of government, determined that given the rate at which the city was growing it was time to

“take stock” of the work that had been done, assess the capacity that had been built and the objectives that had been met in addressing the needs of newcomers. Further, the Steering Committee wanted to examine what challenges remain and what strategic actions should be considered going forward. To this end, the City commissioned the project “Taking Stock for Taking Action.” The resulting Immigration Report is a culmination of 18 months of research and extensive consultations in the community, led predominantly by Ms. Smita Garg (ICRC) and Mr. Joe Garcea (the consultant).

## **REPORT**

### **Assessment and Overview of the Current Capacity Building Initiatives**

The Immigration Report provides an overview of initiatives undertaken both within the City and its departments, as well as within the community at large. Consultations revealed that both have been increasingly proactive in improving the capacity in meeting the settlement, economic, social integration, and civic integration needs of newcomers. A key concept presented within the Immigration Report is that integration does not mean assimilation. Integration is the process by which newcomers become involved or engaged in various activities in the local economic, social, and civic systems, without having to give up one’s sense of identity. Furthermore, the Immigration Report notes that more often the primary needs of newcomers has shifted to include finding and accessing opportunities that permit them to fully utilize their knowledge, skills, and personal qualities to achieve various goals, rather than the need to receive financial and other forms of support to meet the basic or higher needs.

1. The City of Saskatoon
 

Since 2007 the City, in its role as community developer, has been proactively fostering a welcoming environment through an integrated approach to community settlement and integration planning. Section 6 of the Immigration Report (see Attachment 1, pages 25 to 39) highlights the many initiatives undertaken and demonstrates that City departments have made substantial progress in a variety of areas. Most notably, increases in the following general areas:

  - a. the number of programs and services for newcomers;
  - b. the interface between the Administration and newcomers;
  - c. the number and scope of joint initiatives across departments to address the needs of newcomers;
  - d. mentorship and employment opportunities for newcomers;
  - e. the number and scope of joint initiatives with other governmental and non-governmental agencies; and
  - f. the cultural competencies of staff within the City in ensuring the programs and services are responsive to and reflective of the citizens.
  
2. The Community of Saskatoon
 

With regards to the work and increase in capacity of the community, Section 7 of the Immigration Report highlights that the progress is equally as substantial on a broader scale in areas such as:

- a. initiatives for meeting settlement needs of refugees;
- b. basic settlement needs of newcomers (housing, health, food, nutrition);
- c. economic integration:
  - i) educational initiatives (language, literacy, foreign credential recognition); and
  - ii) employment and business initiatives (recruitment, hiring, entrepreneurship);
- d. social integration:
  - i) social acceptance (advocacy, agency activities);
  - ii) social understanding (understanding the history of Aboriginal peoples);
  - iii) social engagement (inclusion in regular programming, tailored programming);
  - iv) social support (increase programming); and
- e. civic integration (voting, participating on boards).

The increased capacity to address the needs of newcomers during the past six years is the result of several interrelated factors, such as:

- a) the dramatic increase in the number of newcomers;
- b) increased number of mainstream agencies, programs, and services established;
- c) increased number of non-governmental and governmental agencies involved in providing programs and services to meet the needs of newcomers; and
- d) increased understanding and appreciation of the value of newcomers and the importance of meeting their needs.

### Strategic Initiatives for Consideration in Moving Forward

The immigration trends and demographics in Appendix 3 of the Immigration Report provide a picture of an ever changing Saskatoon that is different even from six years ago when the City first embarked on the Saskatoon Immigration Project. In this time the City has been working on both sides of integration: assisting newcomers to adapt and acculturate to the city, as well as changing how the City does business in order to provide the same high level of service to such a changing community. Fundamental to the success of such a two-way integration is a constant mindfulness and consideration of the receiving community and, more importantly in Saskatoon, the Aboriginal community. The Immigration Report also outlines considerations for moving forward in all sectors of the community and levels of government:

1. Considerations at the Municipal Level:
  - a. retain the ICRC position (now called Immigration, Diversity and Inclusion Consultant);
  - b. continue operating the electronic mailing list to serve as a conduit of information related to immigration initiatives;



- c. convene meetings of cross-departmental officials to handle immigration and integration initiatives;
  - d. review, revise, and profile the Immigration Action Plan;
  - e. review and update CDRR Policy No. C10-023. Specifically, consideration should be given to anti-racism goals and strategies, as well as fostering intercultural understanding between Aboriginal people, newcomers and other residents; and
  - f. formalize linkages between the Immigration Action Plan and the Culture Plan.
2. Considerations at the Inter-Governmental Level:
    - a. retain the Steering Committee;
    - b. retain the Saskatoon Immigration Project; and
    - c. consult Aboriginal governments.
  3. Considerations at the Agency Level:
    - a. engage in strategic planning;
    - b. explore all possible avenues to acquire and leverage assets and resources; and
    - c. seek ways for more deliberate interagency collaboration.
  4. Considerations at the Sectoral Level:
    - a. create and strengthen sectoral networks; and
    - b. conduct sectoral forums/symposia.
  5. Considerations at the Inter-Sectoral Level:
    - a. improve inter-sectoral networks; and
    - b. continue reliance on the ICRC to coordinate and facilitate inter-sectoral collaboration.

It is reflected throughout the Immigration Report that the City has developed and nurtured many relationships and partnerships in the community, and as a result is a highly respected partner in the Immigration sector as well as all other sectors. It is apparent there is a need for the City to play a role in the integration of newcomers in Saskatoon. As the Immigration Report conveys, it is critical to ensure all newcomers have access to the same services as those currently living in Saskatoon, and in some cases, this may change the way in which the City's programs, services, and amenities are provided in the community. If changes are made with the whole community in mind, such changes will be positive for all. A true "two-way integration" means having the Administration see all its roles through an intercultural lens. Going forward the strategic actions and initiatives noted in the Immigration Report will serve as a guide and resource in the implementation of the Immigration Action Plan.

## **COMMUNICATION PLAN**

1. All stakeholders will be sent an electronic copy of the Immigration Report.

2. A brochure/pamphlet which encapsulates the critical points in the Immigration Report will be produced for distribution in the community.
3. The Administration will host a public information event to share the Immigration Report with the community and key stakeholders, and to begin conversations about moving forward.
4. The Administration will post the Immigration Report on the City's website.

### **STAKEHOLDER INVOLVEMENT**

The information, analysis, and recommendations shared within this report have been the culmination of 18 months of research and extensive consultations in the community. The consultations included input from approximately 250 different participants through various engagement opportunities, including:

- a) A community-wide forum that included participants from a wide range of governmental and non-governmental organizations from various sectors; and
- b) Twelve different focus group discussions including:
  - two focus groups for recent newcomers (one consisting of newcomers who had used services of settlement service agencies, and one consisting of newcomers who had not used those services);
  - one focus group for Aboriginal community leaders and elders; and
  - the remaining nine focus groups were a series of sector-based discussions consisting of members of various non-governmental and governmental agencies in several sectors.

### **PUBLIC NOTICE**

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

### **ATTACHMENT**

1. Report: "Capacity for Newcomer Settlement and Integration in Saskatoon: Taking Stock for Taking Action"

Written by: April Sora, Immigration Diversity and Inclusion Consultant

Reviewed by:                     "Lynne Lacroix"                      
Lynne Lacroix, Manager  
Community Development Branch

Approved by:                     “Randy Grauer”  
Randy Grauer, General Manager  
Community Services Department  
Dated:           “September 18, 2013”

cc: Murray Totland, City Manager

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# Capacity for Newcomer Settlement and Integration in Saskatoon: Taking Stock for Taking Action

Community Development Branch  
City of Saskatoon

Prepared by Joe Garcea

2013





## **Acknowledgements**

The City of Saskatoon would like to thank Ms. Smita Garg and Mr. Joe Garcea for their commitment to this project. In addition to these two key individuals, the City of Saskatoon would also like to thank all those stakeholders who participated in the forums and focus groups, and provided input, comments and suggestions for taking action. The information, analysis and recommendations shared within this report have been the culmination of 18 months of research and consultations in the community. It is clear that the efforts of non-governmental and governmental stakeholders to date have laid strong foundations for additional capacity building in meeting the needs of newcomers in Saskatoon both now and into the future.



**Capacity for Newcomer Settlement and Integration in Saskatoon:  
Taking Stock for Taking Action**

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## **Executive Summary**

### ***Objectives of the Report***

The overarching objective of this report is twofold: First, to provide an overview and assessment of the organizational capacity both within the City of Saskatoon and within Saskatoon's community to meet the settlement, economic, social and civic integration needs of newcomers (i.e., immigrants and refugees) in the recent past and for the foreseeable future; and second, to identify some potential strategic directions and initiatives to increase that capacity.

The report contains three major findings related to the first objective. The first major finding is that organizational capacity to meet the needs of newcomers has increased during the past six years both within the City of Saskatoon and within Saskatoon's community. The increase in capacity has contributed to laying relatively extensive and in some cases relatively robust foundations for additional capacity building in the future required to meet the existing and emerging needs of newcomers. The second major finding is that despite the increase in organizational capacity both within the City of Saskatoon and within Saskatoon's community in the recent past, more organizational capacity is still needed to meet various needs of many newcomers for the foreseeable future.

The third major finding of this report is that there is a high degree of support within the immigration sector, as well as substantial support beyond it, for continuing to build on the existing capacity to meet the needs of newcomers. The prevailing view is that capacity building to meet the needs of newcomers is an important undertaking rooted in principled and pragmatic considerations regarding benefits that accrue not only to newcomers, but also to Saskatoon's community and economy. Also important to note, some participants in the consultations added that in addition to efforts to meeting the needs of newcomers, efforts should also be devoted to meeting the needs of Aboriginal and non-Aboriginal residents in Saskatoon because benefits will also accrue from such efforts to individuals, the community and economy.

### ***Needs of Newcomers***

The report profiles the needs of newcomers articulated by participants in the stakeholder consultations undertaken specifically for the production of this report. The specific needs that were noted by participants are grouped into four major categories, namely: settlement needs (i.e., reception, housing and health), economic integration needs (i.e., employment, internship, mentorship, entrepreneurship, and education); social integration needs (i.e., social acceptance and social engagement); and civic integration needs (i.e., knowledge of and participation in civic affairs). The report notes that in most cases the needs of newcomers are to find and access opportunities that permit them to fully utilize their knowledge, skills, and personal qualities to achieve various goals, rather than to receive financial and other forms of support to meet their basic or higher needs.

### ***Needs of Agencies Involved in Meeting the Needs of Newcomers***

The report also profiles the needs of a vast array of agencies that directly and indirectly are and should be involved in providing programs and services that meet those four categories of needs of newcomers. Settlement service agencies and mainstream agencies alike have various types and varying degrees of needs (e.g., information needs, human resource needs, and financial resource needs) that impede the ability to of some agencies to be involved as extensively and effectively as they would like to be in meeting the needs of newcomers, and make it very difficult for some other agencies to become involved at all in that important endeavor.

### ***Key Factors In Building Capacity to Meet Needs of Newcomers and Agencies***

This report suggests that in undertaking capacity building to meet the needs of newcomers, as well as those of the agencies that are and should be involved in meeting those needs, it is important to focus on four key interrelated factors, namely: adopting a systems approach; engaging in strategic use of assets and resources; facilitating strategic networking and connectivity; and fostering proactive and constructive behavior by agencies and their agents.

Those particular factors are highlighted because a major theme that emerged in the stakeholder consultations, and is echoed in this report, is that although building additional capacity will likely require increasing the number of agencies and the volume of resources devoted to meeting the needs of newcomers, substantial additional capacity can also be built by doing some valuable things with the agencies and resources that are already devoted to that purpose. This includes:

- adopting a complete or integrated systems approach in thinking about issues and options, even when focusing on any particular component of the system (e.g., a specific cluster of agencies or even a single agency, a specific cluster of programs and services or even a single program or service);
- engaging in strategic use of current and future assets and resources to maximize their utility through various means (e.g., targeting, and leveraging assets and resources; minimizing unnecessary duplication, redundancies and overlaps in programming and service delivery) to meet the various needs of newcomers;
- increasing and improving the level of networking and connectivity (i.e. coordination, consultation, and collaboration) among existing agencies involved providing programs and services within the system; and
- fostering (encouraging and rewarding) proactive and constructive behaviour by agencies and their agents both in their own right and in relation to each other in developing and delivering programs and services that meet the needs of newcomers.

### ***Strategic Directions and Initiatives in Building Capacity to Meet Needs***

The report also suggests that in undertaking capacity building to meet those needs, consideration should be given to an array of strategic directions and initiatives which are identified in various sections and appendices of this report, as well as other reports produced during the past decade in Saskatoon and elsewhere. For the purpose of this report, the strategic directions and initiatives proposed by participants in the stakeholder consultations have been grouped into essentially the same categories as the needs of newcomers. After all, strategic directions and initiatives should be related directly or indirectly to real and pressing needs. For this reason, the strategic directions articulated by participants in the stakeholder consultations are grouped into the following categories: i) recruitment, reception, settlement, integration and retention initiatives; ii) economic integration initiatives; iii) social integration initiatives; iv) civic integration initiatives; and v) consultation, coordination, and collaboration initiatives.

### ***Purpose of Report***

The purpose of this report is to provide all non-governmental and governmental stakeholders within the settlement and integration sector, as well as members of the general public, with some information, perspectives and potentially valuable strategic directions and initiatives for building organizational capacity to meet the needs of newcomers. It is designed to foster and facilitate creative thinking about an array of issues and options of central importance for understanding and dealing with organizational programming and servicing capacity in the settlement and integration sector. The report contains many references and web-links to other reports and academic publications which should prove useful for that purpose. The hope is that it will be used by all stakeholders who are interested in reviewing and, if necessary, reforming any components of the settlement and integration system to increase capacity for meeting the settlement and integration needs of newcomers and, by extension, ultimately also for meeting the community and economic development needs of Saskatoon and the surrounding city-region.

## **Capacity for Newcomer Settlement and Integration In Saskatoon: Taking Stock for Taking Action**

### **1.0 Introduction**

#### **1.1 Objectives and Purpose of the Report**

The overarching objective of this report is to provide an overview and assessment of the organizational capacity both within the City of Saskatoon (the City) and within the community of Saskatoon to meet the settlement, economic, social and civic integration needs of newcomers (i.e., immigrants and refugees) in the recent past and for the foreseeable future. More precisely, the focus is on the change in capacity that occurred from 2007 to 2012, and the change in capacity that may be required from 2013 to 2018 in light of the existing and future immigration flows and the resulting settlement and integration needs of newcomers. In keeping with that overarching objective, the three central objectives of this report are:

- to provide an overview and assessment of the extent to which the capacity of **the City** has increased in meeting the needs of newcomers in the recent past, and whether some additional capacity is required to meet those needs for the foreseeable future.
- to provide an overview and assessment of the extent to which the capacity of **Saskatoon's community**, or more precisely of various not-for-profit community based organizations and local or regional service agencies, has increased in meeting the settlement needs and the economic, social, and civic integration needs of newcomers in the recent past, and whether some additional capacity is required to meet those needs for the foreseeable future.
- to identify some strategic directions and initiatives that should be considered by City officials and members of various types of organizations within the community who are interested in building capacity to meet the needs of newcomers for the foreseeable future.

The purpose of this report is to provide all non-governmental and governmental stakeholders within the settlement and integration sector, as well as members of the general public, with some information, perspectives and potentially valuable strategic directions and initiatives for building organizational capacity to meet the needs of newcomers. It is designed to foster and facilitate creative thinking about an array of issues and options of central importance for understanding and dealing with organizational programming and servicing capacity in the settlement and integration sector. In short, as its subtitle suggests,, the purpose of this report is 'taking stock for taking action'.

Three key concepts embodied in the explanation of the objectives and purpose of this report merit a brief explanation: newcomers, settlement and integration, and capacity.

'Newcomers' refers primarily to people from other countries who have been living in Saskatoon, or anywhere else in Canada, for approximately five years or less. This includes various categories and sub-categories of immigrants and refugees from other countries who have arrived to Saskatoon either directly from abroad, or who have landed and lived in other parts of Canada prior to arriving in Saskatoon.

'Settlement and integration' are two closely related and even interrelated processes experienced by newcomers (Biles et al., 2008). Settlement is the process largely experienced during the first few months after they arrive in Saskatoon as they attempt to acquire what is required to meet their essential basic needs such as: an adequate and affordable food supply; adequate and affordable housing; household furniture; house wares; and means of transportation. Integration refers to the process by which newcomers to Saskatoon become involved or engaged in various activities in the local economic, social and civic systems. These three types of integration are commonly referred to as economic integration, social integration and civic integration. It is important to note, however, that for purposes of this report **integration does not mean assimilation**. Instead, it simply refers to participation in Saskatoon's economic, social, and civic systems, without having to give up one's sense of identity.

'Capacity' refers to the ability of governmental and non-governmental agencies, as well as groups and individuals in the community, to contribute directly and indirectly in providing the range of programs, services and opportunities required to meet the settlement and integration needs of newcomers. It also refers to the ability of those actively involved in meeting the needs of newcomers to access the requisite financial and non-financial resources required for that purpose.

## 1.2 Organization of the Report

This report consists of nine sections and three appendices.

- Section 1 outlines the objectives, purpose and organization of the report.
- Section 2 provides a brief overview of the volume and composition of immigration flows to Saskatoon as well as the demographic profile of the city.
- Section 3 provides an overview of the following needs of Saskatoon for newcomers: economic needs, community and cultural services development needs, demographic needs, and global humanitarianism/justice needs.
- Section 4 provides an overview of the following needs of newcomers living in Saskatoon: settlement needs, economic integration needs, social integration needs, and civic integration needs.
- Section 5 provides an overview of the needs of the following types of agencies in Saskatoon operating in the immigration and integration sector to meet the needs of newcomers: settlement service agencies, mainstream agencies, ethno-cultural agencies, and governmental agencies.
- Section 6 provides an overview and assessment of the capacity building initiatives undertaken within the City. The first half of this section focuses on capacity building initiatives undertaken by City departments within the scope of the Saskatoon Immigration Project. The second half is devoted to capacity building initiatives undertaken by City departments that fall somewhat outside the direct scope of the Saskatoon Immigration Project.

- Section 7 provides an overview and assessment of the capacity building initiatives undertaken within Saskatoon's community to meet the needs of newcomers. This includes their settlement needs, economic integration needs, social integration needs, and civic integration needs.
- Section 8 identifies some key factors related to capacity building in meeting the needs of newcomers, identifies some potentially valuable strategic directions and initiatives to consider on ways to build additional capacity at various levels within the system to meet the settlement and integration needs of newcomers. Further, it provides an overview of strategic directions and initiatives that participants in the stakeholder consultation process indicated should be considered in building capacity for that purpose.
- Section 9 provides a summary of the major findings and some concluding observations regarding the requirements for making progress in building capacity for within the City and the community to meet the settlement and integration needs of newcomers.
- The report includes three appendices devoted, in turn, to the following:
  - (1) the strategic directions for increasing capacity in meeting the needs of newcomers articulated by stakeholders during the stakeholder consultations;
  - (2) the needs of newcomers and newcomer service provider agencies articulated by stakeholders during the stakeholder consultations; and
  - (3) the statistical data on immigration flows to, and population diversity in, Saskatoon.

### **1.3 Bases of the Report**

This report is based primarily on issues and options highlighted by approximately 250 different participants in a stakeholder consultation process conducted in 2012. The consultation process consisted of: i) one large forum which included participants from a wide range of governmental and non-governmental organizations from various sectors that have been, or should consider being, involved in dealing with the settlement and integration of newcomers; ii) two focus groups of newcomers (one consisting of newcomers who had used services of settlement service agencies, and one consisting of newcomers who had not used such services; and iii) a series of sector-based focus groups consisting of members of various non-governmental and governmental agencies in several sectors. The focus groups were organized as outlined below:

- Newcomers Using Services of Settlement Service Agencies
- Newcomers Not Using Services of Settlement Agencies
- Settlement Service Agencies
- Mainstream Agencies Involved in Serving Newcomers
- Policing and Justice Sector Agencies
- Education Sector Agencies
- Health Sector Agencies
- Housing Sector Agencies
- Business Sector Agencies
- Aboriginal Sector Agencies
- Saskatoon Regional Intersectoral Committee

- City of Saskatoon Departments
- City of Saskatoon Cultural Diversity and Race Relations Committee

To some extent, this report is also informed by key issues and options profiled in a series of reports on immigration, settlement and integration produced during the past six years as part of the Saskatoon Immigration Project (SIP) (Saskatoon 2008b; Saskatoon 2012a), as well as those profiled in some other reports devoted to immigration, settlement and integration of newcomers in Canada. This includes some reports listed in the references section of this particular report (e.g., CIC, 2007; Parliament of Canada, 2010; Derwing and Krahn, 2006; Dowding and Razi, 2008; Peel, 2008; Burstein 2010).

#### **1.4 Historical, Contemporary and Future Contexts of Report**

A full understanding of this report requires an understanding of the historical, contemporary and future contexts in which it has been produced and will be used.

##### **1.4.1 Historical Context of Report**

Between 2001 and 2006 the City of Saskatoon's Cultural Diversity and Race Relations Committee (CDRRC) made a concerted effort in considering the needs of Saskatoon for immigrants and the needs of immigrants in Saskatoon. Its efforts included submitting a report to City Council on November 5, 2004 recommending (Saskatoon 2004a):

- 1) That the City of Saskatoon develops a strategy and action plan to:
  - ... [attract] more immigrants to Saskatoon;
  - effectively address the difficulties facing newcomers to improve retention of immigrants;
  - effectively address the challenges facing the community;
  - take full advantage of the many opportunities and benefits that increased immigration can offer; and
- 2) That a qualified person be engaged to consult with the various stakeholders and resource persons to produce a more detailed set of objectives, a proposed strategy, and a community-based action plan for consideration by City Council.

These two recommendations were approved by City Council on November 29, 2004 (Saskatoon 2004c). Within one year, two consultants were commissioned to undertake the consultations and produce the proposed report. The result of that initiative was the 2006 report titled "Building Saskatoon to Become a Global City: A Framework for an Immigration Action Plan" (Pontikes and Garcea, 2006). That report was intended to serve the following two key purposes:

- First, it provided the City of Saskatoon with a framework within which to consider what it could do, directly and indirectly, to attract, integrate, and retain newcomers.
- Second, it provided various other governmental and non-governmental stakeholders with a framework for developing and implementing strategies and action plans for Saskatoon at various levels (i.e., the agency and inter-agency, sectoral and inter-sectoral, and governmental and intergovernmental levels) to facilitate their continuing efforts in attracting, integrating and retaining newcomers.



Many of the issues and options identified in the 2006 report are still relevant today and are therefore echoed in this report.

Between 2007 and 2012 two major sets of interrelated initiatives, including some suggested in the 2006 report, were undertaken that have contributed to the decision to produce this report. The first set consisted of initiatives undertaken within the scope of the Saskatoon Immigration Project (SIP), which is a tripartite partnership between the municipal, provincial and federal governments managed by the tripartite Steering Committee consisting of one representative from each of those three orders of government (Garcea and Garg, 2009; Saskatchewan, 2008). The second set consisted of initiatives undertaken somewhat outside the scope of the Saskatoon Immigration Project within and beyond the City council and administration. These two sets of initiatives are discussed in subsequent sections of this report.

In 2011, the tripartite Steering Committee decided it was warranted to produce a report that provided an overview and assessment of the nature and extent of capacity building related to the settlement and integration of newcomers that had occurred in the past five years, the current capacity, and the capacity that may be required in the next five to six years. Its decision was endorsed by many who participated in the stakeholder consultations undertaken in producing this particular report.

#### **1.4.2 Contemporary and Future Contexts of the Report**

This report is being produced at a time when Saskatoon, like many of the larger communities in the province, continues to experience the dramatic economic boom that commenced six years ago as a result of growing demand for the province's natural resources and the corresponding extensive investment and development in the province's natural resources sector. The boom has led governments, for-profit sector companies, and not-for-profit agencies to increase the attention they devote to the needs of Saskatoon for newcomers and the needs of newcomers in Saskatoon. The attention being devoted to those needs has engendered some important discussions and debates regarding not only immigration policies of the federal and provincial governments, but also the settlement and integration policies, programs and services of the array of governmental and non-governmental agencies involved in developing, implementing, and funding them. The discussions and debates are rooted in a shared understanding that the current economic boom, as well as the interface between the boom and the immigration, settlement and integration of newcomers, will likely persist for the foreseeable future.

Many of the discussions and debates are related to at least three important sets of issues and options. One set consists of issues and options related to the substance and alignment of federal and provincial immigration, settlement and integration policies, programs, and services. A second set consists of issues and options related to the alignment of roles and responsibilities between and among governmental and non-governmental agencies involved in developing, implementing and funding settlement and integration policies, programs and services. A third set consists of issues and options on relations between and among the various governmental and non-governmental stakeholders involved in developing, implementing and funding settlement and integration programs and services. More specifically, they consist of issues and options on the type and degree of consultation, coordination and collaboration required

between them to ensure the requisite organizational capacity exists to meet the settlement and integration needs of newcomers.

This report profiles some of the issues and options that have been addressed and others that must be addressed in acquiring the requisite capacity within and beyond the City to meet the current and future settlement and integration needs of newcomers in Saskatoon.

## **2.0 Immigration Flows to Saskatoon and Diversity Profile of Saskatoon**

During the past decade, and particularly during the past six years, the level of immigration to Saskatoon has increased dramatically (See Appendix 3; CIC 2000; CIC 2005; Statistics Canada 2013). This is largely the result of the city-region's strong economy and its growing international profile as the regional base for the mining industry. Given that the province's economic boom will likely continue for the foreseeable future, the current levels of immigration to the city-region are likely to continue with minor adjustments based on an array of economic and policy factors.

The increased immigration flows have had several effects on the population of Saskatoon and the surrounding city-region. First, in combination with a rapidly growing Aboriginal population, the flows have accounted for a significant percentage of Saskatoon's overall population growth at a time when Saskatoon has been the fastest-growing metropolitan area in Canada (Hutton, 2011; Crosby, Hannah and Associates, 2010; Statistics Canada, 2006a, 2011, and 2013). Second, the size and composition of immigration flows have also had a significant effect on increasing the racial, ethno cultural, religious, and linguistic diversity of the population (Statistics Canada, 2006a, 2006b, 2010c, and 2013). In short, immigration flows during the past six years have contributed to making Saskatoon a larger and more diverse city with the economic and demographic foundations to continue on the path to becoming, by Canadian standards, a medium-size 'global city'.

## **3.0 Needs of Saskatoon for Newcomers**

### **3.1 Introduction**

The historic, contemporary, and future value of newcomers, for Saskatoon's development as a city, is widely recognized. This was evident not only in the stakeholder consultations undertaken for this report, but also in the public consultations undertaken for the production of the City's strategic planning document titled *Community Vision: Saskatoon Speaks-- Shaping our Future* (Saskatoon, 2011a). Nevertheless, whether Saskatoon needs newcomers from other countries, and particularly the precise number and types needed, continues to be a subject of extensive debate (Saskatchewan, 2003; Paykon 2004; Ziegler 2006; Li, 2006; Lorje 2006); Percy 2006; Keating, et al., 2012). While some believe newcomers from other countries are needed, others believe they are not. Even among those who agree some newcomers are needed, debates persist on the optimal number and type needed in light of Saskatoon's economic and demographic circumstances over time. The debate on whether Saskatoon needs newcomers is more pronounced in the general population than among those who participated in most of the forums and focus groups in the production of this report. Generally, however, the bulk of those who question the need for newcomers tend to focus more on the precise number required and the mix of education, skills and needs they have, rather than on outright opposition to the influx of newcomers.

Moreover, those who raise concerns regarding reliance on immigration to address labour and capital market shortages, ostensibly tend to do so more because they are concerned about the adverse effect that it has on the fair and effective use of human capital that already exists in Saskatoon and the rest of the province, than opposition to immigration in principle.

Invariably, the debates regarding whether newcomers are needed focus on one or more of the following four categories of needs:

- Economic Needs
- Demographic Needs
- Community and Cultural Services Development Needs
- Global Humanitarianism/Social Justice Needs

### **3.2 Economic Needs**

First, many believe that in light of the economic boom Saskatoon has been experiencing, immigration is very important for ensuring the city and the industries on which the city is so heavily dependent have the human and financial capital resources required to sustain the boom. Some of those who hold that belief maintain immigration provides the most efficient and effective means to acquire the requisite labour market skills and the financial investments needed for various economic development purposes in Saskatoon and neighbouring communities in the city-region.

### **3.3 Demographic Needs**

Second and closely related to the first, various consultations undertaken with stakeholders and the general public by the City in recent years reveal that residents believe immigration is required to meet the demographic needs of Saskatoon. This includes demographic needs related not only to the overall size of the population, but also to the age profile of the population. In the case of the overall numerical size of the population the belief is that fast and continuous increases in the growth of the population is desirable at least for the foreseeable future because it will likely contribute to enhancing and sustaining the existing economic boom. In some circles, this belief is strengthened by the related consideration that there are some critical population thresholds (e.g., 250,000 and 500,000) needed for enhancing and sustaining Saskatoon's economic development over the longer term. This alone makes immigration important for Saskatoon and many other communities because, recent projections by Statistics Canada indicated that by 2030 immigration will be the sole source for population growth in Canada, as the births and deaths of the established population will be relatively balanced (Saskatoon 2009c; Crosby, Hannah and Associates, 2010). Statistics Canada also projected that the flow of immigration, as well as internal migration, will continue to be towards urban centres and sub-urban communities (Statistics Canada, 2011).

In the case of the age profile of Saskatoon's population, there is a growing understanding that the arrival of young immigrants and their young families is very important for both of the following matters: (a) the social dynamics of the city that benefit from having a substantial proportion of youth in the population and; (b) the contribution to producing a positive 'dependency ratio' between the working age population and the retired members of the population.

There is also a growing understanding that immigration provides Saskatoon with an opportunity to develop and maintain a profile of a more culturally diverse and cosmopolitan city that would not be possible without immigration. There is recognition among residents that cultural diversity and cosmopolitanism helps to promote Saskatoon's profile provincially, nationally and internationally as an interesting and desirable city in which to live, to work, to invest, or to visit.

### **3.4 Community and Cultural Services Development Needs**

Third, many recognize the value of immigration for meeting some of Saskatoon's special community and cultural services development needs. These are needs that may have economic dimensions, but are also important beyond the economic dimensions. This includes the development needs of the general community and the cultural communities in the city. Notable examples of such development needs that can be met through immigration include each of the following:

- a) The culture and arts sector (e.g., highly specialized mainstream cultural and ethnocultural performers and trainers).
- b) The religious sector (e.g., priests, ministers, rabbis, and imams).
- c) The health and healing sector (e.g., ethnoculturally grounded naturopaths and specialists).
- d) The dining and food sector (ethnic restaurants and food stores).
- e) The recreation and sports sector (e.g., junior hockey players from other countries).

The ability to attract and retain specialists who can provide such services is deemed essential in meeting Saskatoon's community and cultural services development needs.

### **3.5 Global Humanitarianism/Justice Needs**

Fourth, some participants noted Saskatoon has what may be termed 'global humanitarianism/justice needs'. In other words, they believe that collectively and individually residents of Saskatoon have a need or desire to contribute to advancing humanitarianism and justice in the world. Those who have such a need or desire believe adopting a progressive and compassionate approach to accepting immigrants and refugees facing financial and personal security problems in other countries and making them feel welcome is an important contribution people living in Saskatoon can make in improving the lives of such people. Indeed, they believe this is a much higher and more noble cause for attracting, settling, integrating and retaining immigrants and refugees with core survival needs than any of Saskatoon's other needs noted above. Some participants indicated it was important to underscore this particular point as a reminder that immigration flows to Saskatoon should not be driven entirely by economic considerations.

### **3.6 Concerns Regarding Actual and Potential Adverse Effects of Immigration**

Although many recognize the value of immigration in serving the needs of Saskatoon as noted above, there are also some concerns regarding the actual and potential adverse effects if immigration flows are not well managed. Of particular concern for many is placing too much emphasis on immigration and not enough on local, regional, and provincial sources of human capital in meeting the city's labour market needs. Many believe that in meeting those needs very careful attention and adequate resources should be devoted to

training and employing persons already living in the city, the city-region, and the rest of the province who are unemployed or underemployed.

Although this issue emerges most commonly in relation to the existing and potential human capital (i.e., knowledge and skills) within the Aboriginal population, it also emerges in relation to human capital among newcomer immigrants and refugees, as well as other residents who are not members of any of the aforementioned groups. A prevailing view among many who attended the forums and focus groups, as well as the general population, is that any policies and programs targeted for attracting, integrating and retaining immigrants must be developed, implemented and funded in ways that are consonant with the existing and future policies and programs designed to benefit the Aboriginal and non-Aboriginal population (i.e., citizens and non-citizens) already living in the city, the province, and the rest of the country. This view was also articulated in the public consultation process that led to the production of a key strategic planning document titled *Community Vision: Saskatoon Speaks—Shaping our Future* (Saskatoon, 2011a).

### **3.7 Concluding Observations**

In summary, there is widespread recognition both among those who participated in the stakeholder consultations, as well as the general population, of the value of well-managed immigration flows as well as settlement and integration programs for meeting the needs of Saskatoon's local and regional economy and community. However, many Saskatoon residents are concerned about the potentially adverse effects of immigration flows if they are not carefully managed not only in meeting those particular needs, but also in meeting the various needs of Aboriginal and non-Aboriginal people (including newcomers from previous immigration flows) already living in Saskatoon.

## **4.0 Needs of Newcomers Living in Saskatoon**

### **4.1 Introduction**

Immigrant and refugee newcomers to Saskatoon have several sets of needs, the most important of which can be grouped into the following four major categories (Ratna and Richmond 2003):

- Settlement needs
- Economic integration needs
- Social integration needs
- Civic integration needs

Each of these sets of needs is explained in turn below. Before discussing each of them, however, two very important caveats are in order. First, and most importantly, many participants in the stakeholder consultations underscored the importance of focusing not only on the needs of newcomers and what is required to meet those needs, but also on their actual and potential abilities, and what they contribute or can contribute to Saskatoon if afforded the opportunities. Participants noted in most cases the needs of newcomers are to find and access opportunities that permit them to fully utilize their knowledge, skills, and personal qualities to achieve various goals, rather than to receive financial and other forms of support to meet their basic or higher needs.

Second, the difference among newcomers is not so much whether they have needs, but in the types of needs they have and the extent to which they are able to meet them either

entirely on their own, or with varying types and degrees of support from various individuals and organizations, including the following:

- Family members
- Friends
- Community groups
- Specialized settlement service agencies
- Mainstream service agencies
- Private sector companies
- Governmental agencies

## **4.2 Settlement Needs**

Settlement needs refers to what newcomers require to establish themselves during the initial period after arriving in Saskatoon and for laying the foundations to facilitate their ability to live in the city or elsewhere on a long-term basis. The precise length of the settlement period can vary depending on an array of personal and contextual factors.

Participants in the stakeholder consultations pointed to four sets of settlement needs, namely:

- Initial reception and orientation
- Acquiring temporary and longer-term housing
- Acquiring adequate and affordable food
- Acquiring key documents

In discussing the initial reception and orientation needs, they pointed out that some, though by no means all newcomers, require the following assistance from someone:

- Meeting and greeting them upon arrival
- Orienting and guiding them in accessing what they need during the first few hours, days, and weeks following their arrival. This includes, for example, adequate and affordable food, adequate and affordable temporary and long-term housing, and acquiring key documents needed for important purposes such as employment, health care, children's education, and banking services.

Whereas some newcomers will receive such assistance from family or friends already living in the Saskatoon city-region, others without family or friends and especially those who do not speak English or do not speak it fluently will require such assistance from staff and volunteers of various types of agencies.

## **4.3 Economic Integration Needs**

Economic integration needs refers to the basic needs of newcomers to access employment, entrepreneur and investment opportunities that makes it possible for them to achieve their economic objectives, or at least to earn enough with which they can live comfortably. Forum and focus group participants noted that while many newcomers are able to earn enough to meet their basic needs, many others are not, due to an array of challenges they face.

### **4.3.1 Challenges Faced by Prospective and Actual Workers**

Many participants in the stakeholder consultations, and particularly newcomers, pointed to a wide range of challenges faced by newcomers attempting to enter the labour market and by

those already within the labour market. Participants noted that such challenges are faced by newcomers living either on their own or with their families. They indicated that in the family context such challenges were experienced not only by principal income earners, but also by other family members seeking either to contribute to the family finances or to be self-sustaining. Participants also noted that, given the challenges they face, many newcomers find themselves in the following employment situations:

- Unemployment
- Part-time employment
- Low-wage employment
- Underemployment

Participants indicated newcomers can be faced with challenges not only in finding employment, but also after finding employment. They noted some newcomers are constrained to settle for part-time, low-wage employment, and underemployment. They added that whereas in some cases this is the only type of employment newcomers can find, in other cases it is additional employment they are constrained to undertake to supplement the low income they receive from other low-paying part-time or full-time jobs to help them finance their basic household needs.

Participants also noted that another significant challenge encountered by newcomers was finding jobs. Some newcomers indicated they encountered challenges in finding employment opportunities that matched their knowledge and skills for at least two reasons. First, some found that employment opportunities matching their skills were not as plentiful as they anticipated, or that they were not easy to find because they were not well publicized. Second, some indicated prospective employers were either not willing to consider newcomers for employment at all, or that after considering them they were reticent to hire them either due to 'fear of the unknown' or 'outright discrimination' on various grounds.

Some participants also noted some newcomers experience underemployment due to the interrelated challenges posed by one or more of the following:

- Inflexibility in recognizing their non-Canadian credentials.
- Problems in accessing testing and training programs to meet Canadian credential standards.
- Problems in accessing mentoring opportunities that contribute to Canadian experience in working toward credential recognition.

#### **4.3.2 Challenges Faced by Entrepreneurs and Investors**

Participants also identified challenges facing newcomer entrepreneurs and investors in the following areas:

- Receiving adequate guidance and support in identifying potential business and investment opportunities.
- Accessing, completing and submitting the appropriate documentation for establishing a business or being an investor.

#### **4.4 Social Integration Needs**

Social integration needs refers to the needs of newcomers to become socially engaged and networked within the community (Ratna and Richmond, 2003). Participants in the stakeholder consultations noted that while many immigrants are able to achieve their

respective social integration objectives, many others encounter an array of challenges in doing so. In identifying the social integration needs of newcomers, participants pointed to the common and distinct needs of males, females, adults and youths in various areas including the following:

- Social acceptance needs (i.e., need of newcomers to feel accepted, welcomed, valued, and respected).
- Social understanding needs (i.e., need of newcomers to understand conventional social norms, values, customs and behavior in Saskatoon)
- Social engagement needs (i.e., need of newcomers to participate in various social, cultural, recreational and leisure activities of interest to them).
- Social support needs (i.e., need of newcomers for support to deal with challenges they face in their daily lives).

#### **4.5 Civic Integration Needs**

Civic integration refers to the processes and activities that comprise the civic engagement system and active citizenship behavior in a community. Participants in the stakeholder consultations identified several important categories and sub-categories of newcomer civic integration needs within the following three systems:

- The governance systems
- The justice and policing systems
- The community engagement systems

First, within the context of the ‘governance systems’ participants pointed to the need for newcomers to know some basic facts regarding structures, functions, and processes of governance at the local, provincial, and national levels. Such knowledge is deemed important for enhancing their ability to understand within which governance system or sub-system various things of importance to them are addressed, and to which system or sub-system they should focus their attention when a particular matter of importance to them must be addressed. For this purpose participants indicated newcomers should be provided with information related to policies, programs and services that is synopsized, clear and ideally also translated.

Second, within the context of the ‘justice and policing systems’ participants noted the need of newcomers to understand, quite early after arrival, the major elements of the justice and policing systems. In particular, they noted the importance of newcomers understanding how they can access those systems when they feel it necessary to do so in seeking justice or protection, or when either they or any members of their family are or could be charged for not complying with any laws. Participants noted that for these purposes newcomers need access to information related to laws, regulation and judicial and policing procedures that is synopsized, clear and ideally also translated.

Third, within the context of the ‘community engagement systems’ participants pointed to the needs of newcomers, including youth, to understand each of the following:

- Their civic rights, duties and responsibilities both prior to and after becoming citizens.
- How they and others can participate in the electoral processes as voters, candidates and campaign workers.



- How they can become involved in various community initiatives, including public information and engagement sessions on neighbourhood and community planning, as well as economic and social development issues.
- How they can volunteer within and beyond the settlement integration system as a means of feeling connected to the community, acquiring valuable experience, and building social capital.
- The various elements of civic integration.

Participants also noted the importance of newcomers receiving appropriate orientation, guidance, and encouragement to be civically engaged. The consensus was that positive and proactive civic engagement would be beneficial not only for newcomers, but also for various community agencies and the community as a whole.

#### **4.6 Concluding Observations**

In summary, newcomers have a wide array of needs from the time they arrive until they are extensively integrated in the economic, social, and civic spheres. It must be underscored, however, that not all newcomers have the same types or levels of needs nor do they require the same level of guidance and support from governmental and non-governmental agencies in meeting their needs. The reason for this is some newcomers have greater capacity to deal with their economic, social and civic integration needs than others. This can be as a result of an array of factors, including their own skills and resources, and the guidance and support they receive from their family members or friends in Saskatoon. Given the growing number of newcomers with needs and that their types of needs may change over time, it is prudent to undertake analyses periodically of their needs and how to meet those needs.

### **5.0 Needs of Agencies Related to Immigration Trends in Saskatoon**

#### **5.1 Introduction**

This section provides a brief overview of the needs of four categories of newcomer-serving agencies in Saskatoon: settlement agencies, ethno-cultural agencies, mainstream agencies and governmental agencies. It is not within the scope of this project to identify and analyze the needs of each individual agency that comprise these four categories.

#### **5.2 Types of Agencies**

##### **5.2.1 Settlement Agencies**

Settlement agencies either provide or facilitate access to basic services for newcomers during the first few months or years, depending on criteria for various services, following their arrival. Such services include but are not limited to – reception upon arrival for some categories of immigrants (e.g., government sponsored refugees), orientation to Saskatoon and living in the city, housing, transportation, employment, education, language training, health, and banking.

##### **5.2.2 Mainstream Service Agencies**

Mainstream service agencies provide a variety of social services including – health, education, children and family services, income support, and recreational programs.

Historically in Canada, mainstream service agencies have been designed to provide equitable access to all citizens and permanent residents.

### **5.2.3 Ethno-cultural Agencies**

Ethno-cultural agencies address the interests and needs of a particular ethnic or cultural group. In addition to programming and services related to preservation and celebration of the cultural traditions, and advocating for the advancement of the interests and needs of their members, some ethno-cultural agencies also provide a variety of reception, settlement, and integration services for newcomers from their respective ethnic or cultural group.

### **5.2.4 Governmental Agencies**

For the purpose of this report, governmental agencies are those involved, either directly or indirectly, in the development, funding and/or provision of policies, programs and services targeted at newcomers. At the federal, provincial and municipal levels there are ministries or departments, divisions, branches and sections specifically devoted to addressing the needs of newcomers.

## **5.3 Needs of Agencies Related to Immigration Trends in Saskatoon**

Despite the differences among these agencies in terms of their precise functions within the context of the newcomer settlement and integration system, there is considerable similarity in their basic needs in dealing with newcomer settlement and integration. Their major common needs are outlined below.

### **5.3.1 Need Some Agencies to Become More Involved**

Several officials from governmental and non-governmental agencies, as well as other stakeholders, noted the need for some agencies to become proactive participants in dealing with the needs as well as the actual and potential abilities of newcomers. Members of some agencies indicated they could perform some program and service functions much better if some other agencies became involved more extensively and proactively in meeting the needs of newcomers. The prevailing view was that such involvement is imperative not only for the benefit of newcomers, but also for the benefit of the organizations themselves in being valued as proactive providers of programs and services for new newcomers. Such comments were based on the belief that dealing with newcomers is a shared responsibility among all agencies regardless of whether they deal with newcomers directly or indirectly.

### **5.3.2 Need Information on Newcomers and their Needs for Services**

Some stakeholders, especially those from non-governmental agencies, indicated they need additional information on the number and types of newcomers who will require their services and the types of services they are likely to need. They indicated such information would assist them in several ways, including: improving planning and provision of their program and service delivery; using their resources more effectively in meeting the needs of newcomers; and collaborating with each other in meeting the needs of newcomers.

### **5.3.3 Need Detailed Programs and Services Mapping**

Some governmental and non-governmental stakeholders also indicated they need more detailed mapping of programs and services offered in Saskatoon by various governmental and non-governmental agencies. They indicated such mapping is important for them to understand what is being done and which agencies are doing it.

### **5.3.4 Need Better Communication and Consultation Between Agencies**

Agency representatives who participated in the stakeholder consultations also highlighted the need for more direct, efficient, effective and regular communication and consultation between various types of governmental and non-governmental agencies in dealing with the needs of newcomers. Although this was a shared view among governmental and non-governmental agency representatives, the latter emphasized the need for better communication and consultation with their governmental counterparts. Representatives from non-governmental agencies (e.g., settlement, ethno-cultural and mainstream) noted more direct, efficient, effective and regular communication and consultations with their counterparts in governmental agencies would produce at least two benefits:

- (a) Enhancing the ability of non-governmental agencies to address issues of importance to newcomers.
- (b) Expediting referrals of newcomers from governmental agencies to non-governmental agencies and vice-versa with useful explanations of what each of them needs from those agencies.

Examples of the types of newcomer needs that could be better served through improved communication and consultation are: housing needs, employment needs, municipal services needs, social services needs, and application processing needs for temporary immigration and/or citizenship.

Some representatives of non-governmental agencies providing employment training and mentoring services for newcomers, indicated better communication and consultation is also required between them and employers for the purpose of linking newcomers seeking either a mentorship placement or employment with prospective employers.

### **5.3.5 Need Better Coordination and Collaboration Between Agencies**

Participants in the stakeholder consultations also identified the need for better coordination and collaboration between various types of agencies in planning and providing programs and services needed by newcomers. The prevailing view was that such coordination and collaboration would make it possible for them to do the following:

- Share information, experiences and best practices among agencies, especially between those who have been involved in dealing with newcomers for a long time in a systematic and substantial manner, and those who have been dealing with them only for a short time or are just starting to deal with them.
- Better understand the types of programs and services each of them provides.
- Identify gaps and overlaps in such programs and services.
- Develop and deliver some of their existing programs and services, and any that might emerge in the future.

### **5.3.6 Need to Establish Partnerships Between Agencies**

Participants in the stakeholder consultations also noted the need for governmental and non-governmental agencies to establish partnerships between them. This included either informal and non-institutionalized partnerships or formal and institutionalized ones. One type for stakeholders to consider is what have been referred to as “constellation partnerships” (Surman, 2008). The prevailing view was that partnerships are becoming increasingly important for many agencies to consider as a means of leveraging their resources and assets to provide more and better programs and services to newcomers. Despite the recognized value of partnerships, some participants noted their creation or effective operation is sometimes inhibited *by reluctance among agencies to enter into some types of partnerships, especially those that would require partners to devote some of their limited resources and assets to accomplish the partnership goals and objectives in dealing with the needs and abilities of newcomers.*

### **5.3.7 Need Additional Financial and Human Resources**

Many participants in the consultations for this report indicated most, if not all, agencies need more financial and human resources to meet their needs in providing programs and services designed to meeting the settlement and integration needs of newcomers. They indicated this situation persists despite the fact that there are more financial resources for some agencies today than were available six years ago. Some participants noted that even agencies successful in accessing additional resources continue to be challenged by two interrelated “booms”. The first is the immigration boom, which has brought many more immigrants to Saskatoon in the past six years than any six-year period for many decades, and which has increased the newcomer client load for many agencies. The second is the economic boom that, despite its various benefits, has created financial pressures due to inflation not only in the operating costs for agencies, but also in the cost of living for newcomers, especially in the cost of housing for them.

## **5.4 Concluding Observations**

The four categories of newcomer-serving agencies in Saskatoon (i.e., settlement agencies, ethno-cultural agencies, mainstream agencies and governmental agencies) all have needs. The needs identified above are by no means the only ones that various agencies have. Identifying some of them serves as an important reminder the agencies have needs which must be met to ensure they are able to deal with the needs, as well as the actual and potential abilities, of newcomers.

## **6.0 City of Saskatoon Based Capacity Building Initiatives**

### **6.1 Introduction**

The objective in this section is to provide an overview and assessment of the capacity building initiatives for meeting the needs of newcomers that have been undertaken by the City of Saskatoon over the past six years. This includes:

- The initiatives undertaken directly within the scope of the ‘Saskatoon Immigration Project’ (SIP) for which the lead group has been the City of Saskatoon’s Community Development Branch.
- The initiatives undertaken somewhat beyond the scope of that particular project by various other City departments and branches.

Each of these two categories of initiatives is discussed in turn below. Before focusing on those initiatives however, it is useful to note that during the past six to eight years, immigration and the settlement and integration of newcomers has become a more substantial focus of the City of Saskatoon. Evidence of this can be found in various documents produced during this period, including the following: its strategic planning documents (e.g., Saskatoon 2004d; 2009c; 2012d; 2013a); business planning documents (e.g., Saskatoon 2004e; 2006a; 2008c; 2013b), and annual reports (e.g., Saskatoon, 2010a; 2011b).

### **6.2 City Initiatives within the Scope of Saskatoon Immigration Project**

The ‘Saskatoon Immigration Project’ is a tripartite partnership between the municipal, provincial and federal governments designed to facilitate collaboration and cost-sharing for the purpose of capacity building related to settlement and integration in Saskatoon. The partnership actually started in 2006 when those three governments agreed to share the costs of producing the report “Building Saskatoon to Become a Global City: A Framework for an Immigration Action Plan” (Pontikes and Garcea, 2006). The fledgling partnership was institutionalized in response to the recommendations in that report for the City to develop and implement an immigration and integration action plan. The tripartite partnership, which has continued uninterrupted between 2007 and 2013, resulted in several important and constructive interrelated initiatives during the past six years, including the following three interrelated initiatives:

- a) The hiring of Saskatoon’s Immigration Community Resource Coordinator.
- b) The organization of a series of stakeholder engagement and consultation initiatives as well as, the production of several reports and an action plan based on ideas generated through those initiatives that were spearheaded by the Immigration Community Resource Coordinator with the support of the Manager and staff of the Community Development Branch

Each of these initiatives is described briefly in turn below. Those descriptions are followed by an assessment of their value in building capacity in Saskatoon’s settlement and integration system.

### **6.2.1 Hiring Immigration Community Resource Coordinator (2007)**

The creation of the position of Immigration Community Resource Coordinator (ICRC) within the City of Saskatoon's Community Services Department, Community Development Branch, in the summer of 2007 has been very important for several purposes (Garcea and Garg, 2009). During the past six years the ICRC has performed an important core function and several important roles. The general core function, alluded to in the official title of the position, has been to coordinate community resources for immigration, which is broadly conceptualized to include the settlement and integration of immigrants and refugees. This has included the coordination of many resources not only within the City of Saskatoon, but also within the local community of Saskatoon as part of capacity building initiatives discussed in this section and in subsequent sections of this report.

One area in which the core function and roles performed by the ICRC have been particularly valuable is in the coordination of a series of stakeholder forums (e.g., symposia, forums, and focus groups) that served at least two major interrelated purposes:

- First, bringing hundreds of key stakeholders together to discuss issues and options related to immigration, settlement and integration.
- Second, producing several reports that outlined numerous issues and options of importance for the immigration, settlement, and integration system, as well as an action plan that outlined some strategic directions for the City and community of Saskatoon.

### **6.2.2 Visioning Conference & Immigration Action Plan Gap Analysis Report (2008)**

The first stakeholder forum was a one-day 'Visioning Conference' held in 2008 that focused on various issues and options related to immigration, settlement and integration. The central purposes of the 'Visioning Conference', which was attended by approximately 120 stakeholders from a wide arrange of governmental and non-governmental agencies, as well as newcomers, were:

- (a) First, to bring people together to review and discuss some information on a wide array of issues and options (including some specific models of local action plans used in other communities).
- (b) Second, to workshop some issues, options and models that would be incorporated into a report designed to provide a detailed 'gap analysis' for the immigration, settlement and integration sector.

Both the 'Visioning Conference' and the resulting document, titled 'The Immigration Action Plan Gap Analysis Report' (Saskatoon, 2008a), were informed by an in-depth review of the contents of the report titled 'Building Saskatoon to Become a Global City: A Framework for an Immigration Action Plan' (Pontikes and Garcea, 2006); a review of some models of immigration and integration plans in other communities, and in-depth interviews with leaders from settlement agencies, ethno-cultural organizations, and funders of such agencies and organizations.

The overarching purpose of the 2008 report was to provide a gap analysis related to issues and options, some strategic directions, and a checklist to be considered by the City of Saskatoon officials and other governmental and non-governmental stakeholders in producing an action plan for attracting, integrating and retaining newcomers (Saskatoon, 2008a).

### **6.2.3 Sector-Based Forums & Welcome Home - Saskatoon Immigration Action Plan (2008-09)**

In the fall of 2008 the ICRC facilitated six sector-based forums that focused on: policing/justice, education, health, economic development/employment, housing, and settlement. The purpose of those six sector-based forums was twofold:

- To produce an action plan that contained strategic directions for various sectors designed to facilitate the attraction, settlement, integration and retention of newcomers.
- To continue to advance interactions and discussions between governmental and non-governmental officials and other stakeholders within each major sector that impinged directly and indirectly on the attraction, settlement, integration, and retention of newcomers.

The consensus on strategic directions that emerged from those six sector-based forums, as well as some other forums and reports produced in previous years was embodied in the document titled 'Welcome Home - Saskatoon Immigration Action Plan' released in 2009 (Saskatoon, 2009b). The core of the action plan consists of six sections devoted, in turn, to each of the six sectors. Each section consists of subsections devoted to initiatives that were already underway, existing opportunities that could be enhanced, and action items for moving forward some important initiatives.

Although the Action Plan was produced by City Administration, it did not focus only on strategic directions related to the goals, objectives and activities of City Council and its Administration. Instead, it took a system perspective and also provided some strategic directions related to the goals, objectives, and activities of key agencies and groups in Saskatoon as well as those of the provincial and federal governments.

### **6.2.4 Symposium on Emerging Trends in Immigration (2009)**

In 2009 the ICRC organized the 'Symposium on Emerging Trends in Immigration', which engaged approximately 175 individuals, including officials from governmental and non-governmental organizations as well as many newcomers and non-newcomers living in Saskatoon. The Symposium was organized to foster thinking about issues and options on a cross-sector or multi-sector basis, rather than on a single sector basis. More specifically, it was organized to foster thinking among members of various sectors on the value of undertaking collaboration and coordination across sectors (Saskatoon, 2009a).

Toward that end, the Symposium focused on some successes, some challenges in dealing with key problems, and some solutions for dealing with those challenges and problems. The resulting report, titled 'Welcome Home: Symposium on Emerging Trends in Immigration' (Saskatoon 2009a), contained a very valuable suggestion on a strategic direction to deal with some of the persistent problems in the system. The strategic direction was the structuring of the following three networks:

- Communication Network
- Education and Employment Network
- Family and Community Network

The report recommended functions to facilitate collaboration among agencies within and across the three “networking frameworks.” It also noted that part of the process would be to identify the appropriate mechanisms and resources required to perform the following functions:

- Support the work of the three networking frameworks and identify sources of funding to enable the production and implementation of strategies, activities, tools and resources.
- Plan for, develop and implement a ‘Trends and Opportunities Process’ (TOPs) for ongoing monitoring likely on at least a twice per 18 months basis. This is generally a facilitated conversation where groups come together and explore trends, issues, challenges, what is working, opportunities, share insights, research and look at new impacts and outcomes from their work.
- Plan for bringing the larger group together on at least an every 18 months basis for a development and sharing opportunity.

The Symposium was also valuable in emphasizing the importance of various groups in the system working together, and in profiling several models of the means by which they could do so. Equally, if not more important than those models, was the identification and explanation of the following “Elements of Effective Collaboration” (City of Saskatoon, 2009a):

1. Shared Moral Purpose (mission mesh)
2. Optimal Relationships (match needs and capabilities)
3. Consider Modest Beginnings-then Scale Up (progressive engagement)
4. Create Value and Set Clear Mutual Expectations (quantify benefit)
5. Clear Definition of Tasks and Roles
6. Focused Leadership and Attention on Results with Mutual Gains
7. Commitment to Continuous Learning & Excellence in Communications.

### **6.2.5 Taking Stock for Taking Action Consultations and Report (2013)**

As noted in a previous section, this report and the stakeholder consultations on which much of it is based have been undertaken within the scope of the Saskatoon Immigration Project. The central purpose of this particular initiative has been to assess the extent to which the organizational capacity to meet the needs of newcomers has been increased by initiatives undertaken within and beyond the City in the recent past, and how much capacity building is still required to meet the needs of newcomers in the near future.

### **6.2.6 Assessment of Saskatoon Immigration Project Initiatives**

The prevailing view is that the initiatives undertaken within the scope of the Saskatoon Immigration Project have been valuable directly and indirectly in building capacity to meet the needs of newcomers. This view is widely shared among participants from the governmental and non-governmental sectors, many of whom participated in one or more of the various initiatives within the scope of Saskatoon Immigration Project. Those who commented on the value of those initiatives pointed to their value for each of the purposes discussed below.



### **6.2.6.1 Positive Effects on City-Provincial-Federal Relations**

First, governmental stakeholders pointed to the value of SIP in increasing more systematic tri-partite municipal-provincial-federal intergovernmental consultations and collaboration on issues that typically would not have involved the City of Saskatoon. The consensus among governmental officials is that SIP has fostered closer working relationship between the municipal, provincial and federal governments on some important matters of mutual interest, and for which each of them has varying degrees of shared responsibility.

### **6.2.6.2 Positive Effects on Building Capacity Within the City of Saskatoon**

Second, those who point to these positive effects tend to start by noting the very significant benefit of the creation of the position of the Immigration Resource Community Coordinator (ICRC). Having someone within the City whose principal responsibility was to deal with a range of matters related to newcomer settlement and integration needs proved more valuable than many had imagined. The ICRC was able to facilitate numerous initiatives that have been instrumental in building capacity within and beyond the City in meeting the needs of newcomers.

Third, those who point to positive effects of the SIP and the ICRC also point to the increased level of engagement by the City in the immigration and integration sector during the past six years. Notable examples of such engagement include: participation by City officials in the various forums organized by ICRC during the past six years; the production of various reports that have dealt with various issues and options for meeting the settlement and integration needs of newcomers (Saskatoon, 2012a); the production of the Immigration Action Plan; and the undertaking of several special initiatives launched by various City Departments discussed in the next section of this report.

Fourth, some also point either directly or indirectly to the positive effects of SIP and ICRC in fostering a higher profile in the newcomer communities and the broader community of what the City does and the matters in which City departments and officials can help newcomers.

Fifth, there is widespread belief among governmental and non-governmental stakeholders that the creation of the ICRC position, and the resulting initiatives undertaken through the leadership and/or support provided by the person in that position, has been very instrumental in building capacity within and beyond the City in meeting the needs of newcomers in several ways, including:

- Animating a very wide range of stakeholders in the immigration, settlement and integration sector to undertake some capacity building initiatives on their own for the purpose of capacity building in meeting the needs of newcomers.
- Fostering and facilitating thinking regarding the value of collaboration, coordination, networking, partnerships, and connectivity among various stakeholders in the immigration and integration sector for the purpose of capacity building in meeting the needs of newcomers.

There is a general understanding that few, if any, of the initiatives noted above would have been undertaken with the same degree of regularity, level of engagement, and purposeful strategic direction were it not for the important decisions made to establish the SIP and the ICRC position.

## 6.3 City of Saskatoon Departmental and Branch Initiatives

### 6.3.1 Overview of the City of Saskatoon Initiatives

The objective in this subsection is to provide an overview and assessment of initiatives related, either directly or indirectly, to newcomer settlement and integration undertaken by the following organizational units of the City of Saskatoon:

- Human Resources
- Community Services
- Police Services
- Fire and Protective Services
- Utility Services
- Corporate Services
- Library Services
- City Clerk's Office
- City Council's Cultural Diversity and Race Relations Advisory Committee

It must be noted at the outset that although many of the functions, programs and services discussed below are not all exclusively or specifically for newcomers, in the last few years, due to increased immigration, various City Departments have become increasingly proactive in thinking about how their functions programs and services meet the needs of newcomers.

### 6.3.2 Human Resources Department Initiatives

The City of Saskatoon's Human Resources Department is responsible for creating an inclusive workplace consisting of workers from diverse backgrounds. This is in keeping with a major goal of the City as an equity employer which is, to develop and maintain a workforce that is representative of the public it serves. In pursuing that goal, the Department has undertaken several notable initiatives, including the following:

- Continuing to proactively implement the City's diversity program designed to provide more equitable access to employment by improving recruiting, hiring, training and promotion policies and practices.
- Hiring a fulltime Diversity Coordinator to manage the development and implementation of a range of diversity and inclusion policies and programs.
- Newcomers are able to have one-on-one consultation with the Diversity Coordinator to facilitate integration of applicants by giving them tools to present themselves in sellable ways while highlighting their skills. This may include:
  - Information on employment opportunities with the City
  - Information on qualifications and foreign credential recognition requirements
  - Review of resume with recommendations and Interview assistance
- Outreach and communication to settlement service agencies regarding the City's employment opportunities, application process and credential recognition through the following methods:
  - Formal presentations to agencies' clients and students
  - Tours of City Hall
  - Career Fair participation
  - Weekly job postings sent directly to organizations

- Participation as interviewer in ‘mock Interviews’ organized by settlement agencies
  - Work Mentorships - Participation in an 8-16 week mentorship program for newcomers, which provides them with job experience and an understanding of the City’s workplace culture before they formally apply for work.
  - Information sessions to community partners on the City’s diversity and inclusion programs and initiatives:
    - Employment Equity Report (Saskatoon, 2011d)
    - Workforce Futures Priorities & Goals
  - Assistance from and consultations with community organizations’ staff
  - Partnership Appreciation Luncheon
  - Qualitative Survey to measure partnership relationships
- Diversity and inclusion training for staff members of various departments. A notable example of such an initiative was the Intercultural Competency Training provided between the fall of 2010 and the spring of 2011. In collaboration with the City’s Immigrant Community Resource Coordinator and through the expertise of NorQuest College, the Department undertook the production of an Intercultural Development Inventory (IDI) of the City, and subsequently offered debriefing sessions, individual feedback to 60 leaders in managerial and supervisory roles, as well as Intercultural Competency Training to approximately 200 staff members.

### **6.3.3 Community Services Department Initiatives**

The Community Services Department offers services, programs and resources designed to create a community that meets the needs and preferences of people of all ages and cultural backgrounds. The Department comprises six branches:

- Community Development Branch
- Leisure Services Branch
- Building Standards Branch
- Land Branch
- Planning and Development Branch
- Business Administration Branch

Some of the key initiatives of these branches related to the settlement and integration of newcomers are identified and explained below. This includes several initiatives undertaken as a result of the Immigrant Community Resource Coordinator, working within the scope of the Saskatoon Immigration Project, facilitating the participation of City officials in discussions about the importance of ensuring the City’s programs and services are responsive to and reflective of the needs and preferences of newcomers choosing Saskatoon as their home.

#### **6.3.3.1 Community Development Branch Initiatives**

During the past six years the Community Development Branch has performed several key functions designed to create a warm, welcoming and inclusive community for newcomers, and facilitate the settlement as well as the economic, social and civic integration of newcomers. The initiatives identified here are in addition to those that, as explained in the previous section, were undertaken within the scope of the Saskatoon Immigration Project.

Initiatives undertaken include the following:

- Collaborating with the Marketing Section on projects such as:
  - (a) New Immigration Webpage ([www.saskatoon.ca/go/immigration](http://www.saskatoon.ca/go/immigration))
  - (b) Producing posters and support materials for the 2012 Human Library Event
  - (c) Creating an Immigration Initiatives Banner and flyer
  - (d) 'Diverse.city – We're all part of it' campaign of billboards, bus boards, transit shelter ads, online and print ads, and posters
  - (e) Providing information to the University of Saskatchewan's International Student Office for the production of a handbook for international students and to the Saskatoon Open Door Society for the Newcomer Information Centre.
  - (f) Producing the utility bill insert titled "Building Bridges with the Immigrant and Refugee Community" (Saskatoon, 2012c).
- Coordinating public information messaging, consisting of the publication of articles in newsletters, and television, radio and newspaper interviews, and the hosting of Immigration 101 sessions to increase understanding and awareness about issues pertaining to immigration and settlement.
- Collaborating with the Communications Branch in translating into 14 languages a brochure on City services titled "Whose Job is it?"
- Collaborating with various branches for the production the *Newcomers Guide/Map (Saskatoon, 2010c)*
- Making presentations to newcomers who are clients of settlement services agencies on the following:
  - (a) The purpose and content of the Leisure Guide.
  - (b) The availability of the Low-Income Leisure Access Program, which allows low-income residents to take advantage of the services offered by the City's leisure facilities.
  - (c) The availability of the Discounted Bus Pass Program, which allows low-income residents to purchase discounted monthly bus passes.
- Partnering with Leisure Services, Newcomer Information Centre and the University of Saskatchewan to provide the "Newcomer Bus Tour" of leisure facilities in the city as a means of enabling newcomers to utilize Saskatoon's various sport and recreational facilities.
- Partnering with Citizenship and Immigration Canada to offer the Leisure Access Card to Government Assisted Refugees.
- Collaborating with the City's Mapping Section to create a Newcomers Map and Guide.

Initiatives undertaken in the Community Initiatives Section of the Community Development Branch:

- Adapting the Summer Playground program by incorporating activities, games, and crafts from around the world, as part of an effort to ensure a warm, welcoming and inclusive environment for newcomers.
- Partnering with the Community Initiatives Section staff to have the ICRC speak to front-line staff of the summer playground programs regarding importance and means in valuing and infusing multicultural and intercultural perspectives in the programs and activities.
- Offering programming grants to Community Associations and other non-profit community groups to offer low-cost accessible programming for all that benefit newcomers as well as other residents in their respective neighborhoods.
- The Arts and Culture unit of this section developed the City's Municipal Culture Plan (Saskatoon 2011c) that identifies the following:

- Diversity as a priority direction.
  - Opportunities for cultural interaction and representations.
  - Twelve action items aimed at building bridges between cultures and strengthening interculturalism.
- The Arts and Culture unit also works at facilitating opportunities for cultural and intercultural expression in the community. This is accomplished through direct programming, promoting and funding intercultural events, encouraging the incorporation of cultural elements into urban design, and by maintaining a cultural facility inventory.

In recent years the Community Development Branch has pursued the following two objectives related to the interface between the 46 Community Associations and newcomers:

- Creating awareness about Community Associations among newcomers and encouraging them to become engaged with Community Associations.
- Encouraging Community Associations to invite newcomers to participate in their programs and activities and to volunteer to serve on their governance and programming committees.

In keeping with those objectives the **Neighbourhood Services Section** of the Community Development Branch has undertaken the following initiatives:

- Encouraging Community Associations to invite newcomers to participate in their programs and activities and to volunteer to serve on their governance and programming committees
- Facilitating information sessions involving newcomers who have little or no knowledge about Community Associations
- Working with Community Associations through the Community Consultants and the Immigrant Community Resource Coordinator to create awareness among the leadership of those associations, by presenting at events such as the Indoor Coordinators workshop about the following:
  - The settlement and integration needs of newcomers and what the Community Associations could do in helping to meet some of those social integration needs.
  - The value of newcomers as volunteers not only for several dozens of Community Associations, but also for other community organizations.
- Supporting the efforts of the Saskatoon Open Door Society (SODS) to place newcomers onto Community Association committees, and participating at a volunteer fair organized by the SODS to share information about Community Associations.
- Helping to produce and distribute the “Community Activities From Around the World Multi-Cultural Activity Took Kit” (Saskatoon, 2010d) to encourage volunteers of Community Associations and other community-based organizations to incorporate into their programming various sports, cultural and recreational activities from other cultures.

### **6.3.3.2 Leisure Services Branch Initiatives**

The Leisure Services Branch, with encouragement and assistance from the Immigrant Community Resource Coordinator, has undertaken some valuable initiatives targeted at newcomers in the sport and recreation field. Examples of these include the following:

- Creating a plain language and pictorial frequently asked Questions (FAQ) brochure with information about the use of civic leisure facilities as well as water safety tips. This has been translated into 18 languages and is available on the City's website and to staff at every Leisure Centre.
- Assisting the Immigrant Community Resource Coordinator with the Newcomer Bus Tours to provide information on Leisure Facilities, Registration, Change room etiquette, and organize sample activities such as Zumba® and Bench Aerobics as part of the tour.
- With Marketing's assistance, ensure that each season the Leisure Guides are sent to the Newcomer Information Centre.

### **6.3.3.3 Building Standards Branch Initiatives**

The Building Standards Branch performs some very important functions that impinge on all residents, including newcomers. It is responsible for issuing building and plumbing permits as well as inspection programs related to constructing, renovating, or demolishing buildings. In performing those functions, the Branch has assisted, and continues to assist newcomers to understand the building permit application process so they are able to obtain permits for their current and future projects.

### **6.3.3.4 Land Branch Initiatives**

The Land Branch performs several functions that directly or indirectly impinge on the settlement and integration of newcomers. Three of the notable functions that impinge on newcomers are the following:

- It plans, services and sells residential, commercial and industrial lots owned by the City of Saskatoon. Current land sale policies provide opportunities for newcomers to purchase serviced lots and settle in new development areas.
- It conducts public consultations on land use, zoning, and development issues and options each year. Its comprehensive neighborhood planning process allows citizens to participate in determining the future of their neighborhood.
- It facilitates the development of affordable housing projects. In recent years, under the City's Housing Business Plan, the Land Branch has partnered with various housing providers to increase affordable housing supply by pre-designating land parcels for affordable, rental, and entry-level projects.

### **6.3.3.5 Planning and Development Branch Initiatives**

The Planning and Development Branch is responsible for the overall development and implementation of land use planning activities in Saskatoon for the purpose of building a sustainable community. A closely related function is facilitating the construction of housing subdivisions that are available to lower income residents of Saskatoon, including newcomers.

#### **(a) Housing Initiatives**

In the past six years the Planning and Development Branch has undertaken a number of initiatives, both on its own and in partnership with other organizations, to ensure there are a

variety of affordable and accessible types of housing throughout Saskatoon to meet the range of housing needs of most, if not all, residents in Saskatoon. The Branch has been facilitating the development of subdivisions with a mix of housing types that accommodate a range of household income levels that will contribute to meeting the housing needs of residents, including newcomers, across a wide range of income levels. This type, as well as other types, of housing initiatives, became even more important in recent years as a result of the change in 2012 of the mortgage regulations both in terms of the amount of down payment required and the duration of the mortgage. Some of the major housing initiatives by the City include the following:

- The Housing Business Plan
- The Affordable Housing Reserve
- The Mortgage Flexibilities Program
- Pleasant Hill Village - a Neighborhood Revitalization Project
- The Equity Building Program

Although the above-mentioned initiatives were not developed exclusively for newcomers, anecdotally, many newcomers have availed themselves of these programs. Details for these programs are available on the City of Saskatoon website.

#### (b) Business and Entrepreneurship Services Initiatives

The Planning and Development Branch also provides several business services of importance to newcomers, including the Business License Program, the Business Start-Up Guide (City of Saskatoon, 2012e), and the Saskatoon Business Directory.

The Business License Program also provides special meetings for groups of newcomers who have a specific interest in starting their own businesses in Saskatoon. Translation and Interpretation services are also available.

#### **6.3.4 Saskatoon Police Service Initiatives**

As a result of the increasing immigration flows and the resulting increase in ethno-cultural diversity in Saskatoon, the Saskatoon Police Service (SPS) has become much more attuned to and proactive in undertaking initiatives that facilitate the interface between its members and newcomers. Some of the notable initiatives undertaken by SPS include the following:

The SPS has established two important organizational entities to deal with matters related to cultural diversity that impinge on newcomers:

- the Cultural Resource Unit (CRU), and
- the Saskatoon Police Advisory Committee on Diversity (SPACOD), to help meet the needs of an increasingly diverse population, provide cultural diversity training to members of the police force, and to help police officers deal with victims of hate crimes.

The SPS has undertaken initiatives related to cultural diversity and the needs of newcomers. Notable examples include the following:

- Making presentations to newcomers about laws in Canada.

- Attending as many community functions for the purpose of sharing knowledge and building relationships and networks with organizations and individuals, including any who deal with newcomers directly or indirectly.
- Hosting the Race Against Racism event, this draws a large number of participants from various cultural groups.

The SPS has also undertaken some collaborative initiatives with Citizenship and Immigration Canada (CIC) to produce some educational material and language interpreter capacity. This includes the following initiatives:

- Production of a video titled “An Overview of Canadian Law Enforcement”. The video was produced and translated into 16 languages with support of the Global Gathering Place and the Saskatoon Open Door Society (City of Saskatoon, 2012b).
- Established the Interpreter Training for Police Program, designed to help those who are fluent in languages other than English by providing them with education and training on legal terminology and processes to work as interpreters for SPS.

### **6.3.5 Utility Services Department Initiatives**

The Utility Services Department is responsible for several utility services of importance for newcomers that are provided by some of its branches, especially transportation, water, and light and power. These are core needs of newcomers and they deal with many of them in accessing services, ongoing servicing, and in some cases even voluntary or involuntary termination of services. In its efforts to improve its interface with newcomer clients the Utility Services Department has undertaken initiatives such as, on request, providing information sessions on how to use the bus, bus routes, etc. to newcomers participating in life skills programs at settlement agencies.

### **6.3.6 Corporate Services Department Initiatives**

The Revenue Branch of the Corporate Services Department is responsible for a wide range of matters that impinge on the lives and finances of newcomers and other residents in Saskatoon. Its responsibilities include services such as the connections of utilities, meter reading, licensing for taxicabs and parking ticket administration.

In addition to special efforts made on a daily basis to serve residents according to the City's service protocols and standards, in interfacing with newcomers the Revenue Branch has undertaken some important initiatives to improve its interaction with newcomers who have limited knowledge of English. Some notable examples are:

- Providing real time over the phone language interpretation service in dealing with account set up and billing. The goal is to expand the scope of interpreter services within the Revenue Branch of Corporate Services, as well as other City departments and branches.
- Creating a pictorial and explanatory sheet describing the purpose of the Meter Readers visits to residential, commercial and industrial properties. This document, which was produced with the help of the ICRC, was translated into 18 different languages and provided to all City Meter Readers.
- Offering sessions to their department staff on matters related to cultural sensitivity, cultural awareness, Immigration 101 and other such topics to enhance their cultural competencies.



### **6.3.7 Fire and Protective Services Department Initiatives**

In addition to providing essential firefighting services the Fire and Protective Services Department performs several other important functions that impinge directly or indirectly on newcomers. The most notable of these are performed by the following two divisions of the department:

- Inspections and Investigations Division
- Community Relations Division

The Inspections and Investigations Division enforces the building code and property maintenance regulations for residential, commercial and industrial buildings. The Division's principal focus is on minimizing safety risks by ensuring various safety building regulations or codes are respected. Its inspectors also assist public health inspectors in the Saskatoon Health Region to identify deficiencies in health standards in residential, commercial and industrial properties that should be reviewed. In recent years, the Inspections and Investigations Division has become increasingly proactive in dealing with issues of fire safety and health in all types of residential, commercial and industrial properties where newcomers and other residents live and work. The property maintenance and the HomeFirst inspections programs are undertaken to ensure that all properties in Saskatoon are maintained to minimum standards set out in the Property Maintenance and Nuisance Abatement Bylaw.

The Community Relations Division of the Fire and Protective Services Department has two Community Relations Coordinators working with organizations, groups, and individuals in Saskatoon to promote fire and life safety education among adults and youth regardless of how long they have lived in Saskatoon. Toward that end they attempt to establish good relationships with educational, community service agencies, and community associations. This relationship is fostered throughout the year with fire and life safety presentations, fire station tours and attending community events. The division also hosts Fire Prevention Week open houses, a booth and demonstrations at the local Exhibition, the Badge, Shield and Star Awards Dinner and several Fun Days in the Park. Fire and Protective Services has two multi-lingual brochures designed to provide newcomers with critical fire safety information related to various issues such as cooking safely and escaping fires. The brochures are in Ukrainian, Russian, Chinese, Spanish and Arabic. The Community Relations Coordinators are also responsible for the Juvenile Firestop Program designed to provide youth and their families with information on fire prevention practices and programs.

### **6.3.8 Saskatoon Public Library Initiatives**

The Saskatoon Public Library (SPL) provides a variety of library services, including free space for library and community sponsored programs, to all residents of Saskatoon regardless of how long they have resided in the city or their citizenship status. The services are offered either only to newcomers or to the entire population including newcomers. It does this through its main downtown branch and its many neighbourhood satellite branches. The SPL strives to be a neutral positive place for everyone in the community, including newcomers from all racial and ethnic, cultural, linguistic and religious backgrounds.

Notable examples of major initiatives undertaken by the SPL that directly or indirectly impinge on newcomers include the following:

- Adding a satellite branch to the SPL on 20<sup>th</sup> street in a housing complex that is home to many newcomers, and serves many inner-city residents of various socio-cultural and socio-economic backgrounds.
- Establishing the position of Representative Workforce Development Coordinator for the library.
- Establishing the Literacy Services and Adult Programming Committee (LSAP) that includes newcomer representatives.
- Providing English language and literacy programs and materials useful for newcomers, including the following:
  - Every Child Ready to Read program
  - ESL Story Time for Newcomer Families program
  - The English Conversation Group for Newcomers program
  - Providing materials for learning English, including books, CDs, DVDs, and multi-format kits.

The SPL was the lead organizer and partner for the Human Library event that was undertaken in partnership with City of Saskatoon's Community Development Branch; The Newcomer Information Centre, the Saskatchewan Institute of Applied Science and Technology, and the Greater Saskatoon Catholic Schools.

One of the notable activities targeted specifically at newcomers occurred in June 2011, when SPL developed a new partnership with Citizenship and Immigration Canada (CIC) to provide space for more than 300 newcomers to take the citizenship test, to conduct the official citizenship ceremonies at the Frances Morrison Library, and to have a celebratory reception for the new citizens and their guests.

### **6.3.9 City Clerk's Office Initiatives**

The City Clerk's Office is responsible for three important matters that have implications for meeting the needs of newcomers.

#### **6.3.9.1 Information & Guidance for Matters Related to City Council**

In keeping with its core responsibility, the City Clerk's Office responds to many questions and requests for information or guidance from newcomers or anyone acting on their behalf, and members of newcomer serving organizations. This includes answers to questions and information or guidance on various matters that must be dealt with either by City Council, Council committees, or in some cases by other City departments.

#### **6.3.9.2 Information for Civic Elections**

The City Clerk's Office has also been performing an important role in attempting to increase awareness among newcomers of each of the following: the rules and regulations for participating in elections as voters and candidates; their right to participate in elections upon becoming citizens and meeting other eligibility criteria; and the value of their participation in elections. For that purpose, during the last two municipal elections, in collaboration with the ICRC, it had prepared hard copy and on-line informational materials and conducted some special information sessions either for the general public, or specifically for newcomers or Aboriginal people.

Informational material included a plain language update to the 'Your Vote Counts' booklet, which was designed to provide information on topics such as the qualifications of electors, the locations of polling stations, how to use mail-in-ballots, and accessing free transportation to and from polling stations. The information sessions, some of which were held in Council Chambers at City Hall, were an opportunity to receive valuable information on important electoral matters such as ward boundaries, general election procedures, what happens at the polling station, and identification required to vote. It was also an opportunity to participate in a mock election.

### **6.3.9.3 Administrative Support for Cultural Diversity & Race Relations Committee**

The Clerk's Office has also been responsible for providing administrative support and coordination for the work of the Cultural Diversity and Race Relations Committee (CDRRC). This has been and remains a critical role for the operation of the CDRRC.

### **6.3.10 Cultural Diversity and Race Relations Advisory Committee Initiatives**

Since its inception the Cultural Diversity and Race Relations Committee (CDRRC) has continued to provide advice to City Council and undertake some initiatives in the immigration and integration sector (Saskatoon, 1999).

- First, it has been responsible for providing advice to City Council on the development and implementation of the Cultural Diversity and Race Relations Policy (CDRRP). The official policy of the City of Saskatoon is to facilitate the development of mutual awareness, understanding and appreciation among racial, religious and ethno-cultural groups, and to cooperate with other groups and organizations in working towards this end (Saskatoon, 2004b).
- Second, as explained in the previous section, the CDRRC was very instrumental in advising and encouraging City Council and its administration to address issues and options related to the settlement and integration of newcomers in partnership with the provincial and federal governments (Saskatoon 2004a).

Over time the CDRRC has undertaken initiatives and made recommendations that have contributed to the collective efforts, within and beyond the City, to create a more welcoming community through various initiatives designed to create awareness and appreciation of racial and cultural diversity. One such initiative was undertaken in 2005 when the City was the first municipality to join and commit itself to the principles of the Canadian Coalition of Municipalities Against Racism and Discrimination (Barot, 2006; Garcea and Garg, 2009; Saskatoon, 2010e). Another such initiative was for the City to commission reports on perceptions among adults and youth of race relations in the city (Saskatoon, 2005 & 2007c respectively).

## **6.4 Assessment of City of Saskatoon Departmental and Branch Initiatives**

This overview of initiatives undertaken by various City departments, along with the Cultural Diversity and Race Relations Committee, reveals they have been increasingly proactive in attempting to improve their capacity in meeting the settlement, economic, social integration and civic integration needs of immigrants. Toward that end, City departments have made substantial progress in the following five general areas:

1. Increasing the number of programs and services for newcomers
2. Increasing the interface between City Administration and newcomers
3. Increasing mentorship and employment opportunities for newcomers
4. Increasing the number and scope of joint initiatives across departments
5. Increasing the number and scope of joint initiatives with other governmental and non-governmental agencies.

The initiatives by City departments designed to increase capacity have benefited not only newcomers, but also the City itself. Newcomers have benefited not only from service provision initiatives targeted directly at them, but also from many initiatives designed to improve service provision and opportunities for all Saskatoon residents.

The benefits for newcomers have been improvements in accessing and using municipal services, as well the creation of some important opportunities for some of them (e.g., mentorships and employment). The benefits for the City include enhancing its profile as a municipality that is on a positive trajectory in providing services to newcomers and in managing diversity in a progressive and proactive manner. This was quite evident in 2010 when the City was not only invited to make a presentation on its anti-racism action plan at a special session at the annual conference of the Federation of Canadian Municipalities (Saskatoon, 2010f), but it also received a Community Development Leadership Award from the Saskatchewan Urban Municipalities Association (SUMA) for its contribution to building capacity to meeting the needs of newcomers both through its own initiatives and through its collaboration on an array of initiatives with various governmental and non-governmental organizations in the settlement and integration sector (Saskatoon, 2010d).

Although City departments have made substantial progress in providing programs and services for newcomers, many participants in the stakeholder consultations process indicated members of those departments, as well as their provincial and federal counterparts, should do even more to meet the array of settlement and integration needs of newcomers, as well as some of the needs of community agencies working on meeting the needs of newcomers. Part of the reason for this view is that many newcomers and other stakeholders (including City officials) within the immigration and integration sector are currently not aware of many of the program and service provision initiatives being undertaken by City departments. The stakeholder consultations revealed that knowledge about the programs and services for newcomers, as well as any other comparable program and service initiatives undertaken by City departments, varies considerably among all stakeholders, including City officials.

Many of the things that stakeholders who participated in the consultation believed should be done by City departments are reflected in the two related appendices at the end of this report (Appendix 1: Strategic Initiatives Recommended by Stakeholders and Appendix 2: Needs Identified by Stakeholders). In making suggestions regarding things City departments should do, they were not just referring to things not done at all; they were also referring to some things ,are done, but they believe should be done in ways that newcomers can identify, access and use more efficiently and effectively.

It should be noted that the various types of forums and consultation processes conducted within the scope of the Saskatoon Immigration Project discussed in the previous subsection of this report contributed immensely to everyone, including City officials, becoming aware of the many initiatives undertaken by the City departments that are beneficial for newcomers.

However, participants in the consultations for this report indicated more work is still required to achieve the optimal level of awareness regarding such initiatives.

The translation of the City's brochure "Whose Job is It?" (City of Saskatoon, 2010b) has been quite useful in helping immigrants understand the functions of various City departments. However, the brochure does not identify specific initiatives of each department designed to meet the needs of, and to create opportunities for, newcomers. Producing such a detailed brochure would be useful, but somewhat challenging. Two major challenges are:

- First, maintaining an updated version of the brochure based on a constantly evolving number, types and scope of initiatives.
- Second, separating what is available to immigrants through programs and services targeted for them versus programs and services targeted for the entire population.

Notwithstanding, these two challenges, consideration should be given to how a brochure or web-page might be constructed to provide newcomers and those who assist them with a fuller understanding of the multiplicity of programs and services provided by City departments designed to meet their needs, and how they can access those programs and services.

## **7.0 Community-Based Capacity Building Initiatives**

### **7.1 Introduction**

The central objective in this section is to provide an overview and assessment of the community-based capacity acquired to date, and additional capacity still required, for meeting the settlement needs as well as the economic, social and civic integration needs of newcomers in Saskatoon. The focus is on some major categories of initiatives undertaken and some notable examples within each of those categories that are illustrative of the initiatives that were identified. This section does not provide a detailed comprehensive list of the initiatives of every agency. Given the number of agencies and the array of initiatives in the community, providing such a list with or without explanations of each of them would have been an immense undertaking that was not possible within the scope of this report.

The two central themes in this section of the report, related to capacity acquired during the past six years and capacity required in the near future, are as follows.

- First, during the past six years the capacity for meeting many of the settlement and integration needs of newcomers have improved substantially.
- Second, notwithstanding the substantial improvement in capacity during the past six years in meeting the settlement and integration needs of newcomers, more capacity is still required to meet those needs in the future.

The increased capacity during the past six years is the result of several interrelated factors, including the following:

- The dramatic increase in the number of newcomers destined to Saskatoon and neighbouring communities in the surrounding city-region since the start of the current economic boom in 2007;
- The increased number of mainstream agencies, programs and services that have been established to meet the needs of all residents, including newcomers;

- The increased number of existing and new non-governmental and governmental agencies that have become involved in providing programs and services targeted to meet the settlement and integration needs of newcomers;
- The increased understanding and appreciation, among a larger proportion of the population, of the value of newcomers and the importance of meeting their settlement and integration needs.

Before providing an overview of the capacity acquired and capacity required to meet the settlement and integration needs of newcomers, it is useful to note, again, that all newcomers do not have the same types or levels of needs. The types and levels of needs vary depending on their respective ability to do many of the things required to facilitate their settlement and their economic, social and civic integration.

## **7.2 Settlement: Overview of Capacity Building Initiatives**

To reiterate, settlement refers to the process whereby newcomers establish themselves in the community. Invariably that process entails addressing a series of needs, which for analytical purposes can be grouped into the following two general categories:

- Basic Settlement Needs;
- Core Settlement Needs.

In recent years, capacity at the community level for meeting the settlement needs of newcomers has been maintained or increased in several areas through various initiatives. In discussing initiatives designed to meet settlement needs it is useful to focus on refugees and family class newcomers somewhat separately from other categories of immigrants (e.g., economic class, provincial nominees, temporary workers, etc.).

### **7.2.1 Special Initiatives for Meeting Settlement Needs of Refugees**

Refugees destined for Saskatoon fall into one of three major sub-categories known respectively as:

- Government Assisted Refugees, who are assisted or, if you will, sponsored by the federal government for up to one year.
- Privately Sponsored Refugees, who are sponsored by any for-profit or not-for-profit and incorporated or non-incorporated organization as well as any group of five people with the means and commitment to support a refugee for up to one year.
- Refugee Claimants, who are people claiming refugee status or seeking asylum from within Canada.

In Saskatoon the initial settlement needs of Government Assisted Refugees (GARs) are the responsibility of Saskatoon Open Door Society (SODS) and Global Gathering Place (GGP). The Resettlement Assistance Program (RAP) provides settlement and support services to each Government Assisted Refugee (GAR) during the first six weeks of arriving (Saskatoon Open Door Society, 2012). The involvement by GGP increases, or at least maintains, capacity to assist each GAR. Under RAP each GAR is welcomed upon arrival, placed in temporary housing, and provided with food. After the first few days, each GAR is also provided with other basic needs including: shopping; opening a bank account; accessing medical care; orientation to the geography of the city, the bus and taxi systems; orientation to various community services they may need during their stay in Saskatoon; orientation to various family issues (e.g., health, education, safety); and the rights and responsibilities of

individuals and groups in Canada. Although privately sponsored refugees do not qualify for receiving services and supports under RAP, their sponsors are responsible for providing them with comparable types of services and supports.

There are two important points to note here regarding settlement services for refugees in arriving directly to Saskatoon from another country. First, they are entitled to settlement services and supports by their respective sponsors for up to one year. Second, adding a settlement agency in providing settlement services and supports under the RAP program has increased, or at least maintained, the capacity for assisting each GAR for the first six weeks of their stay in Saskatoon.

The level and scope of settlement services provided to various categories of newcomers (e.g., refugees, family class, provincial nominees, economic class, and temporary workers) can be highly variable. The same is true of the services they actually need, the types of services they use and the extent to which they use them. The objective here is simply to provide an overview of changes in the capacity within the Saskatoon community to meet their needs based on any special initiatives that have occurred either within the city or the composition of newcomers arriving to Saskatoon.

## **7.2.2 Initiatives for Meeting Settlement Needs of All Newcomers**

For purposes of this report the remainder of this subsection provides an explanation of the extent to which capacity has increased and still needs to be increased in meeting the settlement needs of all categories of newcomers, including refugees. The focus is on the two general sets of settlement needs noted at the beginning of this section (i.e., basic settlement needs and core settlement needs).

### **7.2.2.1 Initiatives for Meeting Basic Settlement Needs of Newcomers**

Capacity has also been increased in meeting many of the basic settlement needs of newcomers starting from their arrival in the city. The basic settlement needs of newcomers can be grouped into two major categories of initiatives:

- Information and orientation services;
- Guidance and support for accessing settlement services.

#### **7.2.2.1.1 Initiatives for Meeting Information & Orientation Needs**

An important initiative designed to meet the information and orientation needs of all newcomers is the establishment of the Newcomer Information Centre (NIC) in 2009. The NIC is the result of a partnership between four agencies involved in providing settlement services to newcomers: Saskatoon Open Door Society, Global Gathering Place, Saskatchewan Intercultural Association, and International Women of Saskatoon. The funding partners for the NIC include the federal and provincial government departments responsible for immigration. Initially the Saskatoon Health Region also provided some funding for the initial development of the NIC.

The NIC, which is centrally located in downtown Saskatoon, serves as the first point of access, for newcomers to information, resources and services. For that purpose it has developed a website that provides information not only on its own services, but also a wide

range of settlement services offered by governmental and non-governmental agencies. To make the NIC services available to as many newcomers as possible in as many languages as possible, it is linked to an over the phone interpretation service where the newcomer, the NIC service agent, and the interpreter can be linked in a three way conversation (Saskatchewan, 2012a).

A related initiative that has been undertaken recently is the development of the 211 information system, which has been spearheaded by the United Way of Saskatoon and Area in collaboration with United Way of Regina (Saskatchewan, 2012a). The purpose of the 211 information system is to facilitate the efforts of newcomers' and others in Saskatoon as well as in Regina and other parts of the province in obtaining information regarding various types of social services offered by governmental and non-governmental agencies. The website for the 211 information system will be launched in September 2013. The phone system, which will allow callers to access information in multiple languages, will be launched in 2014 (United Way, 2013).

#### **7.2.2.1.2 Initiatives for Meeting Guidance & Support Needs of Newcomers**

Within the context of basic settlement services, capacity has also been augmented by increased or at least improved guidance and support initiatives for accessing the following sets of programs and services:

- government programs and services (e.g., applying for various government documents),
- banking/financial services (e.g., bank accounts, bank cards, loans, mortgages, investments, etc.),
- educational programs and services (e.g., registering children in schools, applying for admission into educational programs),
- sports, recreation and leisure programs and services, and
- religious services (e.g., weekly or daily worship, marriages and funerals).

#### **7.2.2.2 Initiatives for Meeting Core Settlement Needs of Newcomers**

Some notable initiatives have also been undertaken for meeting the core needs of newcomers, including those for reception, housing, health and food. Each of these is discussed in turn below.

##### **7.2.2.2.1 Reception Initiatives**

An initiative designed to meet the reception needs of newcomers has been undertaken at the airport. The Saskatoon Airport Authority (SAA) with the assistance of the ICRC has erected a multi-lingual welcome sign. The SAA has set up an information kiosk that includes several brochures and maps of value for newcomers, including the Newcomer Information Centre brochure and the Newcomers Guide/Map (Saskatoon 2010d),

##### **7.2.2.2.2 Housing Initiatives**

In addition to housing initiatives noted in a previous section of this report undertaken by the City of Saskatoon and other governmental and non-governmental partners, three other categories of housing initiatives should be noted, two of which have been already been developed and one that is being developed. Each of these initiatives is explained below.



### **(a) Innovative Housing Arrangements for International Students**

With the construction of the new student residences, the University of Saskatchewan (U of S) has been able to provide more adequate and affordable housing for international students. Moreover, the U of S has introduced an innovative student-housing program. In housing pods with four bedrooms they attempt to place two international students with two Canadian students. The intent behind the program is to foster mutually beneficial cross-cultural understanding, social bridge building, and academic support.

### **(b) Housing Units for Low-income Newcomers**

One notable housing development for low-income newcomers is the 34-unit housing project for low-income families, including newcomer families. The project was initiated in 2012 by the Westgate Alliance Church through its housing company (i.e., the Westgate Alliance Attainable Housing Inc.). The project is resourced through a partnership involving the Church's housing company as well as three levels of governments. The Church's housing company is contributing more than two acres of land, and the federal and provincial governments are jointly contributing \$55 million through the Investment in Affordable Housing 2011-2014 Agreement signed by the provincial government and the federal government's Canada and Housing Mortgage Corporation (CMHC). The City of Saskatoon is contributing up to \$700,000 through their Affordable Housing Reserve as well as a 5 year tax abatement (Saskatchewan, 2012b).

A potentially important initiative that may help low to moderate income earners purchase housing units is the National Affordable Housing Corporation (NAHC), founded in 2011 and established a presence in Saskatoon shortly thereafter. The NAHC works in partnership with community-based housing providers, land developers and home builders to help low and moderate income earners with incomes less than \$70,000 annually to secure a mortgage to buy their first homes through education programs, credit building and financial assistance. The NAHC provides home buyers with a 3 percent non-repayable down payment assistance grant towards the purchase of a home from one of the NAHC's partner housing providers, plus a monthly subsidy for financing their mortgage based on their needs (NAHC, 2011).

### **(c) Housing Units for Homeless**

In recent years efforts aimed at improving access to housing for residents in Saskatoon have also focused on the needs of the homeless. Although such efforts are not targeted directly at newcomers because they are more likely to face challenges of inadequate and affordable housing, rather than homelessness per se, the existence of housing for the homeless provides a housing safety-net for any newcomers who may need it even if only on a temporary basis. A notable example of a special housing project for homeless people, including newcomers who may find themselves without shelter, is the Housing First Project, which has been spearheaded by the United Way of Saskatoon and Area. In moving the project forward the United Way has established the 'Saskatoon Housing First Task Force' to examine the issues and options related to the Housing First Project, and it has hired a Housing First Project Coordinator (United Way, 2012).

The purpose of this part of the report has been to highlight initiatives that have produced some important capacity building in the housing sector. It must be noted, however, that unfortunately one project to develop some transitional housing units has not materialized. The project was intended to provide transitional housing for one to two dozen newcomers for up to three months after arriving in Saskatoon (Wanda's International Guest House, 2012). Evidently, the housing project was discontinued at the planning stage due to challenges in generating the requisite amount of resources needed to develop and operate it.

### 7.2.2.2.3 Health Initiatives

In recent years the health needs of all residents, including newcomers have been receiving more attention by the Saskatoon Health Region and various other community organizations. In addition to its general efforts of the health region to improve health services and health outcomes for the entire population, the Saskatoon Health Region has also been attentive to increasing understanding and initiatives focused more directly in meeting the health needs of newcomers. This includes increasing cultural sensitivity in providing health information, orientation and services for newcomers.

Another example of such efforts are the creation of special committees and sub-committees that focus on assessing the health needs of newcomers and advocating for improvements in health service provision on their behalf. Such committees and sub-committees exist at the University of Saskatchewan involving health professionals and academics from various disciplines, within some health professions, and within some settlement service organizations. As well, considerable research has been undertaken at the University of Saskatchewan regarding population health that focuses on various groups, including newcomers. Indeed, some of that research focuses exclusively on the health and health needs of newcomers in Saskatoon.

A notable initiative that has also contributed to increasing the community-based capacity to deal with the health needs of some newcomers since 2008 has been the operation of the Mobile Primary Health Unit. This initiative, commonly known as the Health Bus, was launched to provide primary health care services to low-income people, including newcomers, living in the west-central part of the Saskatoon who might not have regular access to medical services. To facilitate access to primary health care, the Health Bus is parked at various locations where large numbers of people in that area live and shop. The Mobile Primary Health Unit is staffed by health professionals who provide checkups and attempt to determine what health services are needed by people who seek their help. It is a partnership involving governmental and non-governmental organizations (Lunau, 2011).

### 7.2.2.2.4 Food and Nutrition Initiatives

Several initiatives undertaken in recent years have increased the capacity to meet some of the food and nutrition needs of newcomers. In recent years many more ethnic food products and cooking ingredients have become more readily available for people from many parts of the world. This has resulted from the opening of several ethnic food stores and the broader range of ethnic food products and ingredients sold by many of the larger supermarkets.

An initiative that has contributed to building the capacity for meeting the food and nutrition needs of low-income newcomer households is the support they receive from the Saskatoon Food-Bank and Learning Centre. Although the Food Bank has faced pressures in meeting all the needs of those who approach it, it continues to serve an important emergency food service for many low-income households, including those of a few newcomers. In addition to providing food, it also provides other types of services. Some of these services help newcomers meet some of their settlement needs. This includes, for example:

- A nominal cost store where people can purchase essential items (e.g., clothes, personal care items, and pet food);
- No-cost counseling services in partnership with Catholic Family Services;
- Assistance in dealing with income tax issues;
- Assistance in developing literacy skills and employment related skills.

## 7.3 Economic Integration: Overview of Capacity Building Initiatives

### 7.3.1 Economic Integration Needs of Newcomers

Successful economic integration strategies provide the appropriate level of opportunities and supports to enable newcomers to enter the workforce as employees or employers and earn a living to support themselves and their families. Community-based organizations in Saskatoon (for-profit and non-profit) support the economic integration of newcomers through the provision of services that enable newcomers to develop the skills and credentials to become employable or own a business. In discussing community-based economic integration capacity it is useful to distinguish between two categories of economic integration initiatives:

- **Educational Initiatives**: These are initiatives that enable newcomers to develop the skills, knowledge and credentials to enter the workforce. This includes language and literacy initiatives, initiatives designed to support the recognition of foreign credentials, specific orientation training and teaching local business culture(s).
- **Employment and Business Initiatives**: These are initiatives that connect newcomers either to employers, or to the resources needed to successfully establish and operate a business. This includes recruitment and hiring initiatives such as job fairs, mentorship, internship, job shadowing, job-placement and bridging programs, as well as entrepreneurship orientation and training initiatives.

### 7.3.2 Capacity Acquired for Meeting Economic Integration Needs of Newcomers

#### 7.3.2.1 Educational Initiatives

During the past six years, the capacity of community-based organizations in Saskatoon to support the economic integration of newcomers has been increased as a result of growth in programs and services that help newcomers develop the basic knowledge, skills and credentials to become employable or own, develop and operate a business. Capacity building in this regard has been focused on two main areas:

- Language and literacy initiatives
- Foreign credential recognition initiatives

##### 7.3.2.1.1 Language and Literacy Initiatives

During the past six years, the number of language and literacy programs offered in Saskatoon by community-based organizations has continued to grow. This includes a variety of formal (credit courses) and informal (non-credit courses) programs designed to assist newcomers with low English language and literacy skills.

First, there has been a significant growth in the number of English as an Additional Language (EAL), French as Second Language (FSL), Language Instruction for Newcomers to Canada (LINC), Enhanced Language Training (ELT), and Life and Employment Enhancement Program (LEEP) courses being offered to newcomers.

Second, there has been a growth in the level of informal language and literacy development programs and other opportunities for newcomers to gain language and literacy skills

including conversation circles and reading corners. Some of these programs and services are available through established language and literacy organizations that serve the wider community, such as READ Saskatoon, and the University of Saskatchewan Language Centre (USLC), while there are other programs and initiatives available through community-based organizations whose services target newcomers.

Third, as a result of the increasing diversity in Saskatoon there has also been a growth in the level of social and multicultural community events. These events provide informal and low-pressure opportunities for newcomers to come together and practice their English.

### **7.3.2.1.2 Foreign Credential Recognition Initiatives**

As the newcomer population in the Saskatoon city-region has continued to grow over the past six years, so too has widespread recognition of the fact that many newcomers are underemployed and/or under-utilized in the workforce. As community awareness of this issue has grown, so too have the efforts undertaken by government agencies, educational institutions and other community-based organizations to eliminate barriers to economic integration that some newcomers face in trying to have foreign credentials and professional experience recognized.

Education and business sector initiatives to address the recognition of foreign credentials have been focused in three main areas: Qualification Recognition initiatives (QR), Credit Transfer (CT) initiatives, and Prior Learning Assessment and Recognition (PLAR) initiatives. QR initiatives involve supporting newcomers seeking recognition for degrees completed abroad. CT programs support newcomers in requesting credit for courses and programs completed at another educational institution. PLAR is a process involving the assessment of an adult's knowledge and skills (i.e., what a person knows and can do) that have been acquired through formal or informal education/training,

For newcomer professionals, QR and PLAR initiatives have traditionally been focused on a few streamlined professions (e.g. doctors, nurses, accountants), but have been expanded over the past 5-10 years to support a growing number of professionals in a growing number of professions such as: optometry, dentistry, real estate, education, architecture, engineering etcetera.

For newcomer students, most of the universities, colleges and technical institutes in the province have implemented some form of QR, CT, and/or PLAR program to facilitate their efforts to acquire the requisite knowledge, skills and accreditation without placing unnecessary obstacles in moving forward in their chosen careers.

Participants in the stakeholder consultations pointed to initiatives that have been undertaken at the community level to address the foreign credential recognition needs of newcomers. Some of the most notable of this type of initiatives are the following:

- The Prior Learning Assessment and Recognition (PLAR) program helps adults to acquire recognition for education and skills they have developed outside of formal educational institutions in Canada. PLAR not only helps newcomers gain entry into post-secondary education institutions such as SIAST, but also provides information to certification and licensing bodies regarding an applicant's skills and knowledge.

- The Saskatchewan International Physician Practices Assessment is a new process for assessing International Medical Graduates' (IMGs) readiness to practice in Saskatchewan.
- The Saskatoon Health Region in association with the Saskatchewan Association of Health Care Organizations (SAHO) has developed the Internationally Educated Health Care Professionals (IEHP) Career Pathing Project. The project provides support for IEHP's seeking Canadian licensure, mentoring opportunities, tuition subsidies for courses related to professional accreditation, and medical terminology courses.
- The Immigrant Access Fund (IAF) of Saskatchewan has established an office in Saskatoon to offer micro-loans to immigrants who are seeking to work in the same field in Canada as they did in their home country (Immigrant Access Fund, 2012). These are character based loans and do not require the applicant to be employed or have a credit history in Canada. The micro-loan could be used for short-term training, exam fees with a professional governing association, travel expenses to write an exam, professional association fees, books and course materials, living allowance during study time, and other related expenses.

#### **7.3.2.1.3 Other Educational Initiatives**

During the past six years there have also been some other important educational initiatives that have enhanced the community-based capacity to integrate newcomers. These include:

- The Settlement Support Workers in Schools (SSWIS) program facilitates access to community services and resources by newcomer students of all ages, and their families, including newcomer high school students ages 18-21. This program is funded by CIC and is offered in partnership with Saskatoon's three major K-12 school boards (Public, Catholic and French). In 2009-10 SWISS served 1350 students and this number increased to 2848 in 2011-12 (Saskatoon Open Door Society, 2012);
- Job-specific orientation programs;
- Learning local business culture programs;
- Drop-in programs on finding and maintaining work;
- Multicultural daycare services for newcomer children while their parents study or work;
- Youth employment programs;
- Saskatoon Public Schools Newcomer Student Centre is a one-stop centre and a first point of contact for newcomer students and their families with the Public School Division. Staff at the Centre orients newcomer students and their families to the school division. Staff at the Newcomer Student Centre introduce families to public schools; assess students' language and mathematics skills; register students in school; and recommend support and programming for students needing EAL (English as an Additional Language) services.

#### **7.3.2.2 Employment and Business Initiatives**

During the past six years, the capacity of community-based organizations to support the economic integration of newcomers in Saskatoon has been significantly enhanced as a result of increases in funding, programs and services offered by governmental organizations (e.g., municipal, provincial, federal) and non-governmental organizations (e.g., Greater Saskatoon Chamber of Commerce, Saskatoon Regional Economic Development Authority

(SREDA), Business Improvement Districts (BIDs), businesses, non-profit organizations, charities, ethno-cultural organizations, etc.) to help create more opportunities and supports for newcomers to enter the workforce and/or start a business in Saskatoon. Capacity building initiatives in this regard have been focused in two main areas:

- Recruitment and hiring initiatives.
- Entrepreneurship initiatives.

### **7.3.2.2.1 Recruitment and Hiring Initiatives**

During the past six years, there has been a concerted effort amongst governmental agencies, businesses and non-profit organizations to enhance local capacity to recruit and hire newcomers in Saskatoon. Firstly, the implementation of the Saskatchewan Immigrant Nominee Program (SINP) in 2007, has enabled employers in Saskatchewan to take a more proactive role in the recruitment, selection and hiring of foreign workers, by allowing them to sponsor foreign workers to meet their labour needs.

Secondly, rises in the levels of immigration to Saskatoon, particularly over the past six years, have resulted in a growth of organizations that are either owned by, or serve newcomers and have positions within their organization requiring some form of foreign language and/or work experience.

Thirdly, many major employers in Saskatoon, including the City (Saskatoon, 2011d), have implemented some form of mentorship, internship, job-shadowing, job-placement, bridging or employment equity program that gives special consideration to prospective employees from designated groups (e.g., Visible Minorities, Aboriginal, Women, and People with disabilities).

Fourthly, besides settlement agencies, several ethno-cultural organizations now provide services to assist newcomers in finding work.

Largely as a result of these four capacity building initiatives, stakeholder participants noted an overall increased willingness amongst employers in Saskatoon to hire an ethnically diverse workforce, as evidenced by a growing number of employers in Saskatoon who are looking abroad to meet their labour demands (Carletti and Davison, 2012).

Participants in the stakeholder consultations pointed to initiatives that have been undertaken at the community level to help newcomers find work. These are initiatives that provide employment related services in addition to those offered by Canada-Saskatchewan Career and Employment Services (CanSask), such as information on programs for improving work skills, information on jobs available, matching the skills of workers with job opportunities, and connecting employers to workers. Some of the notable employment related initiatives undertaken by community-based organizations include the following:

- The Assemblée communautaire fransaskoise helps French-speaking job seekers between the ages of 15 and 30 find work through the Centre for Integration into the Labour Market (CIME). The CIME program is financed by Service Canada and Citizenship and Immigration Canada. Each 12-week training session offers personalized career planning, help in resume writing and interview preparation, and computer workshops (Assemblée communautaire fransaskoise, 2012).

- The Saskatchewan Intercultural Association (SIA) continues to provide the mentorship program, which is designed to help people with a post-secondary degree from outside Canada, to pursue a career in Canada. For that purpose newcomers are provided with an orientation and preparation for working with a host company or organization to gain Canadian work experience in their field of expertise. All three sessions offered annually continue to run at capacity with many more wait listed.
- The Saskatoon Open Door Society established the Business Ready program to assist internationally trained professionals in non-regulated professions. This program aims to facilitate a smooth transition into the Canadian labour market for individuals in fields such as management, finance, administration, computer science and marketing. In addition to orienting participants to current Canadian business practices, it also offers occupation-specific language training, technical skills upgrading and mentoring opportunities. The program also assists participants in searching for and securing jobs in their field of specialization.

#### **7.3.2.2 Entrepreneurship Initiatives**

During the past six years, the capacity to support entrepreneurial newcomers at the community-level has been enhanced as a result of several interrelated factors. The federal and provincial governments have implemented policies, programs and services that make it easier for prospective newcomers to either invest in existing businesses or to start new businesses. Additionally, the City of Saskatoon along with the Saskatoon Chamber of Commerce, the Saskatoon Regional Economic Development Authority (SREDA), the Business Improvement Districts (BIDs), and individual businesses have increased their efforts to recruit and retain newcomer entrepreneurs and investors, and continue to market Saskatoon outside Saskatchewan and Canada as a business-friendly city.

Participants in the stakeholder consultations pointed to initiatives undertaken at the community level to help newcomers operate their own businesses. Some notable initiatives include:

- Community Partnerships and Settlement (CPS) and the Entrepreneur and Farm Unit of the Saskatchewan Immigrant Nominee Program (SINP) have initiated the development of information/training-resources specifically for newcomers.
- The Saskatoon Regional Economic Development Authority (SREDA) provides a variety of services to recruit, expand and retain business in Saskatoon and ensure that Saskatoon is a desirable place to live and invest.
- Global Infobrokers Inc. provides training, networking, developing, and coaching to help people to start and operate businesses through its Praxis School of Entrepreneurship.

## **7.4 Social Integration: Overview of Capacity Building Initiatives**

### **7.4.1 Social Integration Needs of Newcomers**

To reiterate, for purposes of this report, social integration refers to the process whereby newcomers become positively engaged and linked/networked socially within the community of Saskatoon; it does not mean assimilation. Moreover, for purposes of this report, social integration needs refers to the following major categories of newcomer's needs:

- Social acceptance needs (i.e., need of newcomers to feel accepted, welcomed, valued, and respected).
- Social understanding needs (i.e., need of newcomers to understand conventional social norms, values, customs and behavior in Saskatoon)
- Social engagement needs (i.e., need of newcomers to participate in various social, cultural, recreational and leisure activities of interest to them).
- Social support needs (i.e., need of newcomers for support to deal with challenges they face in their daily lives).

### **7.4.2 Capacity Acquired for Meeting Social Integration Needs**

Over time, substantial capacity has been acquired for meeting the social integration needs of some, though by no means all members of newcomer households. The increased capacity is the result of several categories and subcategories of initiatives that have been maintained or new ones that have been undertaken by community-based agencies or groups either on their own, in partnership with each other, or in partnership with government agencies.

Before discussing the increased capacity resulting from initiatives undertaken by various agencies, organizations or groups, two points should be noted. First, many of the initiatives undertaken by community-based agencies to enhance the newcomers' understanding of social norms, values, customs and behaviours are part and parcel of the initiatives to assist newcomers with their initial settlement needs, which have been discussed in a previous subsection.

Second, family members, friends and acquaintances make a substantial contribution to the overall capacity for meeting the social integration needs of newcomers. Such individuals are very important for meeting the social integration needs, as well as the other categories of needs, of newcomers because in most cases they form the social support and integration networks for newcomers. Part of the reason for this situation is many newcomers do not access the social integration programs and services provided by various types of agencies, organizations or groups. In some cases this occurs because they do not feel it is necessary to access such programs and services, and in other cases they do not know how to access such programs and services. Newcomers who access various programs and services offered by agencies benefit in two ways: first, they benefit from the orientation, guidance and supports of those programs and services; and second, they benefit because they provide them with valuable opportunities to make friends and acquaintances who can become part of their respective social integration networks.



In discussing the increased capacity to meet the social integration needs of newcomers the focus in this section is on capacity building in these important areas:

- Capacity Acquired to Meet Social Reception/Acceptance Needs
- Capacity Acquired to Meet Social Understanding Needs
- Capacity Acquired to Meet Social Engagement Needs
- Capacity Acquired to Meet Social Support Needs

#### **7.4.2.1 Capacity Acquired to Meet Social Acceptance Needs**

In recent years capacity has increased in meeting the social acceptance needs of newcomers. More specifically, the capacity has increased to make many, though by no means all, newcomers feel more welcome and respected following their arrival in Saskatoon. The capacity has increased largely as a result of the following factors:

- Advocacy to promote the level of public support for creating a warm and welcoming community
- Actions/Activities by agencies, organizations, groups and individuals to interact with newcomers in a warm, respectful and supportive manner.

In recent years non-governmental as well as governmental organizations have become more proactive in their efforts to enhance the level of public support for creating a warm and welcoming community for newcomers. Toward that end, they have made special efforts to increase the level of understanding among Saskatoon residents of the value of newcomers both for principled and pragmatic purposes. In making the case regarding the value of newcomers for pragmatic purposes, they pointed to the importance of capitalizing on the array of economic development opportunities during the current economic boom.

Such advocacy is part and parcel of both pro-immigration and anti-racism advocacy initiatives. They include a wide array of initiatives including special annual events to observe the International Day for the Elimination of Racial Discrimination, special pro-immigration and anti-racism forums, and media interviews by pro-immigration and anti-racism advocates.

In recent years an array of agencies, organizations, companies, businesses, clubs and individuals have also made special efforts to interact with newcomers in a warm, respectful and supportive manner. In addition to interactions with newcomers by settlement service agencies, ethno-cultural agencies, municipal, provincial and federal governments, it has also included interactions with newcomers by the following: local authority agencies (e.g., school boards and health board); neighborhood community associations; and social, sport, recreation, arts and culture clubs) (Garcea, 2011),

#### **7.4.2.2 Capacity Acquired to Meet Social Understanding Needs**

In recent years capacity to meet the social understanding needs of newcomers has increased. This includes understanding of prevailing social norms, values and customs, inter-cultural relations, and the historical and contemporary legacies of Aboriginal people.

A substantial portion of that increased capacity has resulted largely from initiatives undertaken by settlement agencies, ethno-cultural agencies, private refugee sponsors, sectoral agencies (e.g., education boards, health boards etc.), religious organizations, and

Aboriginal organizations. All such initiatives have been and continue to be complemented and supplemented primarily by each of the following: information provided by media outlets; discussions with family members, friends, acquaintances; and personal observations.

In addition to initiatives focusing on enhancing newcomers' understanding of local norms, values, and customs, some valuable initiatives have been undertaken focusing on understanding inter-cultural relations as well as the historical and contemporary legacies of the Aboriginal people. These efforts are similar to some undertaken in other cities such as in Winnipeg (Gyepi-Garbrah 2010) and Vancouver (Vancouver, 2013).

In the case of inter-cultural relations, newcomers are oriented to policies and practices related to the rights and duties of cultural groups and their members, as well as the forms and dynamics of relations between ethno-cultural groups. Such orientation is provided, albeit to varying extents, in many programs offered by settlement agencies and other agencies or organizations involved in helping newcomers settle and integrate within the local or regional community.

In the case of historical and contemporary legacies of the Aboriginal people, newcomers are oriented to Aboriginal treaties, rights, citizenship, governance, and social and economic history. A notable initiative designed to serve this particular purposes has been undertaken by settlement agencies in partnership with the Office of Treaty Commissioner (OTC). This is the 'Champions of Understanding' program, which has been offered by the OTC since November 2011. This initiative is designed to facilitate two-day training sessions for members of the Saskatchewan settlement-service community who provide orientation, learning, and support services to newcomers. It is essentially a 'train-the-trainer program'. Program participants become certified 'Champions of Understanding' who can share their understanding of the Aboriginal people and their culture with newcomers. They are also provided with teaching materials at no cost, and some guidance on alternative ways to conduct orientation sessions involving newcomers (e.g., during training classes organizing visits to Aboriginal events, or facilitating events with immigrant families). Some of the materials used by that program were produced with funding received from the provincial government's immigration branch as part of the provincial government's Outreach and Education stream of the First Nations and Métis Strategy.

Another initiative worth noting related to the Aboriginal sector was undertaken by the Saskatoon Open Door Society (SODS) in partnership with the White Buffalo Youth Lodge (WBYL). This was a collaborative partnership of the City of Saskatoon, the Saskatoon Tribal Council Inc., Saskatoon Health Region and Central Urban Métis Federation Inc. Under the partnership, SODS can deliver programs for newcomers at the WBYL for free, provided the programs are also accessible to Aboriginal people. The foundations for a comparable partnership have also been laid between the Saskatchewan Intercultural Association (SIA) and WBYL to develop and deliver a joint employment preparation program titled 'Learning Interculturalism Through Employment' (LITE). To date, however, they are still exploring funding opportunities. Both partnerships are deemed mutually beneficial because they provide SODS and SIA with a centrally located facility for programming, and they provide WBYL with the opportunity to access financial resources needed to provide programming outside its normal funding sources. Furthermore, efforts to develop and deliver those programs are driven by a shared belief that it would benefit Aboriginal and newcomer participants in two important ways: first, it would benefit them with their search for employment, and second it would foster greater intercultural understanding between them.

### 7.4.2.3 Capacity Acquired to Meet Social Engagement Needs

In recent years the capacity to meet the social engagement needs of newcomers has also increased. This includes the capacity to increase opportunities for newcomers to participate in various social, cultural, recreational and leisure activities. The increased capacity is the result of the following three factors, each of which is briefly explained below:

- Increased social engagement programming for all residents
- Increased efforts to involve newcomers in programs for all residents
- Increased efforts to create special programming for newcomers

The first reason is due to the increased number and types of activities designed to meet the social engagement needs of all residents of Saskatoon, including newcomers. In turn, the number and type of social, cultural, recreational and leisure activities has increased steadily over time as a result of three interrelated factors. One factor is the substantial increase in the population of the city and city-region in the past six years. Another factor is the continuance of the social trend whereby people of all ages continue to access those types of activities. A third factor is that not-for-profit and for-profit organizations (e.g., clubs and businesses) have become much more willing and able to provide such programming given the demand from the population and opportunities for viable programs and activities.

The second reason social engagement capacity has increased is due to increased efforts by many agencies, groups and individuals to involve newcomers in the wider range of social, cultural, recreational and leisure activities offered for residents of the city, including newcomers. They have tended to do this because there is often a mutual benefit for newcomers and also for those involved in developing and delivering such activities both in the not-for-profit and in the for-profit sectors.

The third reason social engagement capacity has increased is due to the special efforts of non-profit and for-profit organizations as well as other groups of individuals to do either of the following:

- Assist newcomers in finding and accessing programs and activities.
- Develop and deliver some new or additional programs and activities.

Some recent examples of programs and activities developed and delivered for newcomers by various agencies, organization and groups include the following:

- Swimming programs offered either by settlement service agencies which are open to their clients, or other community agencies such as the one offered by the YWCA open only to women;
- Soccer teams consisting of newcomers established from time to time by settlement agencies or ethno-cultural groups to participate in the men's soccer league;
- The World Cup Soccer Tournament organized by some members of ethno-cultural communities. This annual tournament has been very successful in fostering social engagement by newcomers who play in the tournament, serve as volunteers, and attend as spectators and contributed in creating a festival like atmosphere;
- Cricket games and lessons organized by members of some ethno-cultural organizations;
- Ethno-cultural dance and music programs.

#### **7.4.2.4 Capacity Acquired to Meet Social Support Needs**

In recent years capacity has also been increased in meeting the social support needs of newcomers. The increase has resulted from special efforts by many different types of organizations to provide such support. This includes settlement agencies, some ethno-cultural associations, private refugee sponsors, and various other organizations involved in providing social support to all residents, including newcomers (e.g., religious organizations).

Notable examples of recent programming by settlement service agencies designed specifically for newcomers include the following:

- The 'Just4Women Series' pilot offered by the International Women of Saskatoon (IWS 2012) included a series of 6-10 week programs to provide newcomer women with opportunities to participate in recreational and hobby activities, to learn new skills, to practice speaking English, to make new friends, and to receive social support.
- The support programs for women and men offered by the Saskatoon Open Door Society (SODS, 2012). These programs are designed for newcomers seeking guidance and support on personal issues as well as positive social, learning and recreational experiences. In addition to these programs, SODS also runs the "Immigrant Women Creative Club" program designed to assist women to explore and build their potential and confidence on matters related to potential careers and vocations. Similar support and development functions are provided by the "For Men Only" program, which offers them services such as: social supports; learning opportunities through discussion groups; cooking classes; and discussions on sports. SODS has established the "Men's Recreation Club" which is an ongoing sport activity program in which participants are offered information about a variety of sport centers and activities in Saskatoon.

### **7.5 Civic Integration: Overview of Capacity Building Initiatives**

#### **7.5.1 Civic Integration Needs of Newcomers**

In discussing the civic integration needs of newcomers it is useful to distinguish between two categories of civic integration or engagement:

- Politically Based Civic Integration: This includes participating in electoral processes at the local, provincial or national levels as candidates, voters, campaigners, and elected officials.
- Community Based Civic Integration: This includes participating as board and committee members in various types of community-based organizations.

#### **7.5.2 Capacity Acquired for Meeting Civic Integration Needs of Newcomers**

##### **7.5.2.1 Capacity Acquired for Politically Based Civic Integration**

During the past six years or so, additional politically based capacity has been acquired at the community level. This is over and above the politically based capacity discussed in the previous section of this report regarding the additional capacity resulting from the City Clerk's efforts to increase participation of all residents, including newcomers, in the electoral

process as candidates and voters. The additional capacity at the community level has resulted from the efforts of political parties, campaign teams of candidates for various elected positions to maximize involvement and support in their respective campaigns by all residents, including newcomers. Some additional capacity has also resulted from the efforts of interest groups to increase their membership and level of support by inviting and encouraging newcomers to participate in their activities.

#### **7.5.2.2 Capacity Acquired for Community Based Civic Integration**

Capacity has also been acquired in relation to community-based integration. This has resulted from an increased number of initiatives by community-based organizations to create opportunities for involvement by newcomers as board and committee members. This includes, for example, ethno-cultural associations, religious associations, sports and recreation associations, arts and culture organizations, neighbourhood or community associations, as well as other community-based organizations that value diversity.

### **7.6 Assessment of Capacity at Community Level**

To reiterate, the central objective in the previous subsections of this section of the report has been to provide an overview of the community-based capacity acquired in recent years to meet the settlement needs as well as the economic, social and civic integration needs of newcomers. The objective in this subsection is to provide an assessment of the capacity for meeting those needs as well as some suggestions for increasing the capacity even more to meet some those needs to a fuller extent for a larger proportion of newcomers.

#### **7.6.1 Amount of Capacity in Meeting Needs at Community Level**

The information provided in the previous subsections highlighted an increased capacity at the community level in recent years in meeting the needs of newcomers. It also reveals that the increased capacity resulted from an array of initiatives undertaken by various non-governmental organizations and groups either on their own or in partnership with each other and/or with governmental organizations. In addition to the factors noted in the introductory portion of this section, a substantial proportion of the increased capacity has also resulted from the financial contributions made by governmental agencies to non-governmental organizations in the community for various programs and services (Garcea, 2011).

#### **7.6.2 More Capacity is Still Required at the Community Level**

Notwithstanding the substantial improvement in capacity in recent years in meeting the settlement and integration needs of newcomers, the prevailing view among those who participated in the stakeholder consultations was that more capacity is still required to meet those needs. This is true of all dimensions of settlement needs and also economic, social and civic integration needs.

In discussing the needs for additional capacity, many participants involved in the stakeholder consultations noted that it is important to keep in mind that there is a “hierarchy of needs” among newcomers. More specifically, they noted that for many newcomers the most important needs are the economic integration needs and to some extent also the core settlement needs. The prevailing view in this respect was that if the economic integration

needs are met, and particularly the need to earn enough money to achieve a good standard of living, newcomers would have a much better and more satisfying quality of life than is possible in a situation where those needs are not met. Moreover they felt that other needs (i.e., basic settlement needs, social integration needs, and civic integration needs) would either be met as a result of their economic integration, or they could be dealt with gradually over an extended period of time.

### **7.6.3 Key Points for Enhancing Capacity at the Community Level**

In considering the focus of continuing efforts to increase capacity in meeting the settlement needs and also the economic, social and civic integration needs of newcomers, some important general points should be noted. Many of those who participated in the stakeholder consultations noted that the needs of many newcomers are either not met or not met fully for a variety of reasons, including the following:

- Not all newcomers have the same types and levels of needs at the same time either during the first three years or during subsequent years following their arrival;
- Not all newcomers are aware of programs and services available that would help them meet their settlement needs;
- Not all newcomers know how to access some of the programs and services;
- Not all newcomers are eligible for all programs and supports;
- Not all newcomers choose to access existing programs and services;
- Not all newcomers are able to access some programs and services because there are limited spaces;
- Newcomers can only access some of the existing programs and services offered by settlement service agencies during their first few years after arrival, even if some of those needs extend or emerge beyond those first few years;
- Most, if not all, non-governmental and governmental organizations do not have the capacity to meet all the needs of all newcomers discussed in this section of the report.

In summary, it is fair to say that within the community of Saskatoon the capacity has increased to meet the settlement needs and also the economic, social and civic integration needs of newcomers. However, it is also fair to say that more capacity is still required to meet the various needs of some, though by no means all, newcomers.

In building capacity, due consideration must be given to the various factors that account for the gaps in meeting the needs of newcomers and what should be done to fill those gaps. The views of participants in the stakeholder consultation process on the existing gaps in meeting the needs of newcomers are identified in Appendix 2 of this report, and their views on the ways that those gaps could be filled are listed in Appendix 1.

## 8.0 Strategic Directions and Initiatives for Building Capacity

### 8.1 introduction

To reiterate, the major findings of the previous two sections of this report are that notwithstanding the fact that the capacity for meeting the needs of newcomers has increased substantially within the City and within Saskatoon's community in the recent past, some additional capacity is required to meet those needs more fully and effectively for the foreseeable future.

The three objectives in this concluding section of the report are:

- first, to identify some key factors that impinge on undertaking capacity building within the settlement and integration sector;
- second, to identify some strategic directions and initiatives that should be considered in building capacity at various levels of the settlement and integration system; and
- third, to provide an overview of strategic initiatives that participants in the stakeholder consultation process suggested should be considered for capacity building purposes.

In keeping with those objectives, the remainder of this section consists of three sub-sections that deal with each of them in turn.

### 8.2 Capacity Building Factors

Capacity building to meet the needs of newcomers requires attention to several important interrelated factors, including:

- adopting a systems perspective;
- strategic use of assets and resources;
- strategic networking and connectivity; and
- proactive and constructive behavior by agencies and agents

Each of these factors is discussed in turn below.

#### 8.2.1 Systems Perspective for Capacity Building

Capacity building requires adopting a systems perspective. The reason for this is that the newcomer settlement and integration system is a multi-faceted, multi-stakeholder, and multi-level governance, management and administrative system. In Saskatoon, as elsewhere, it is difficult to deal effectively with the requisite capacity building by focusing only on a very limited number of levels, dimensions or facets of the system in isolation from the rest. With that in mind, capacity building must focus on various levels or dimensions of the system, including the municipal, intergovernmental, agency, sectoral and intersectoral levels.

Strategic initiatives that should be considered at each of these levels are discussed in another subsection below. The key point here is that it is important to focus on these levels of the system and all that occurs at each level both severally and collectively.

### **8.2.2 Strategic Use of Assets/Resources**

Capacity building also requires adopting an approach that makes strategic use of various categories of resources (e.g., financial and human) and assets, (e.g., buildings, land, technology). Given that even during economic booms the reality of ‘too few dollars for too many priorities’ usually persists, various means other than, or even in addition to increased financial and human resources may have to be considered for purposes of enhancing capacity. Some participants in the stakeholder consultation process indicated that two notable interrelated means that should be considered are:

- expanding the number and scope of consultative, coordinative and collaborative arrangements among governmental or non-governmental agencies;
- Increasing the number of sound strategic planning exercises undertaken, either on their own or jointly, by various agencies using various analytic tools that help them clarify key goals and objectives and the strategic directions and initiatives for achieving them..

### **8.2.3 Strategic Networking**

Capacity building for meeting the needs of newcomers also requires strategic networking among various governmental and non-governmental agencies and agents identified in previous sections of this report. Such networking would be designed to foster greater connectivity between them that would, in turn, facilitate greater consultation, coordination and collaboration related to initiatives designed to meet the needs of newcomers.

As noted in the previous sections of this report, in recent decades, and particularly in the past six years, the number and types of governmental and non-governmental agencies and agents involved in newcomer settlement and integration have increased substantially. A prevailing view among governmental and non-governmental stakeholders is that what is needed now is a greater degree of strategic networking among the many agencies and agents. Indeed, some governmental and non-governmental stakeholders believe that ensuring a higher degree of networking and connectivity among various agencies and agents within and across sectors and subsectors is becoming equally, if not more important, than expanding the number of agencies and agents in the system.

### **8.2.4 Proactive and Constructive Behaviour by Agencies and Agents**

Capacity building also requires proactive and constructive behavior by agencies and agents. Indeed, such behavior is essential for capacity building. Such behavior requires agencies and agents to adopt a proactive, rather than a reactive, posture in identifying and solving actual problems and preempting potential problems. Moreover, in dealing with actual and potential problems either on their own or jointly with others, such behavior requires that they adopt a constructive posture that is guided by laudable principles to improve the system in ways that will benefit those that it is intended to serve.



### **8.3 Capacity Building at Various Levels of the System**

To reiterate, capacity building is required at various levels, or if you will, dimension of the immigration settlement and integration system. For purposes of this report the focus is on the following levels of the system:

- Municipal Level
  - (i.e., within the City of Saskatoon)
- Inter-Governmental Level
  - (i.e., municipal, provincial, federal, and Aboriginal)
- Agency Level:
  - (i.e., individual governmental and non-governmental agencies)
- Sectoral Level
  - (e.g., within settlement, health, education, housing, business sectors)
- Intersectoral Level
  - (e.g., across the settlement, health, education, housing, business sectors)

#### **8.3.1 Capacity Building at Municipal Level**

During the past six years, the City of Saskatoon has made considerable progress building capacity for dealing with newcomer settlement and integration issues. During that time the City has become increasingly more proactive in identifying and addressing such issues. At this juncture it should consider how to consolidate and build on the existing capacity. Toward that end, it should consider the following initiatives.

##### **8.3.1.1 Consider Retaining Immigration Community Resource Coordinator**

The City should consider retaining the position of Immigration Community Resource Coordinator (ICRC). The coordinative and facilitative functions performed by the ICRC in the immigration and integration sector within and beyond the City during the past six years have been valuable and highly valued among governmental and non-governmental stakeholders.

##### **8.3.1.2 Consider Continuing Operating Electronic Mailing List**

The Manager of Community Development and the ICRC should consider continuing operating the list server that has been very valuable not only for collecting and disseminating valuable information and communications on policies, programs, services, events, but also for reminding those who are on the list server that there is at least one person in the City's administration whom they can contact regarding immigration, settlement and integration issues.

##### **8.3.1.3 Consider Convening Meetings of Departmental Officials Periodically**

The City should consider convening meetings periodically of the appropriate City Administration officials to deal with immigration and integration issues. Such meetings should be convened at least on an annual or semi-annual basis. The purpose of the annual or semi-annual meetings would be to discuss any issues, options or initiatives related to Immigration, settlement and integration. This includes monitoring progress on the development, implementation, and periodic updating of an action plan on immigration and

integration that may be developed by the City. Such meetings would be in addition to any others that are convened to deal with individual projects.

#### **8.3.1.4 Reviewing, Revising, and Profiling the Immigration Action Plan**

The City should consider reviewing, revising and profiling the Immigration Action Plan, which is formally titled “Welcome Home – Saskatoon Immigration Action Plan” (Saskatoon, 2009b). The Action Plan was designed and has been used for the City’s own internal planning processes as well as to provide a vision and some strategic directions for the community as a whole. The purpose of reviewing and revising the Immigration Action Plan would be to update and format it in a way that the goals and objectives for the near future, as well as the means by which those goals and objectives will be pursued, would be clearly outlined. This review and reform process would also aid with the strategic considerations mentioned in the previous subsection.

#### **8.3.1.5 Consider Reviewing and Updating the CDRR Policy**

The City of Saskatoon should consider reviewing and, if necessary, updating the Cultural Diversity and Race Relations Policy (CDRRP) (Saskatoon 2004b). Specifically, consideration should be given to anti-racism goals and strategies, as well as fostering interculturalism and cross-cultural understanding between Aboriginal people, newcomers and other residents. When the review of the policy is undertaken, care should be taken to not only review and update the language within the policy, but also in clearly articulating the indicators of success, the processes for monitoring success, and the City’s specific role in achieving the goals of community outcome statements.

#### **8.3.1.6 Consider Linkages Between Immigration Action Plan and Culture Plan**

The City should consider the extent to which there are potential synergistic linkages between elements of either the existing or a revised Immigration Action Plan and the Culture Plan. More specifically, it should consider the extent to which elements of the two plans could be dealt with in ways that complement and supplement each other in advancing key policy goals and objectives of each.

There are at least two major reasons for considering this matter. The most important reason is that they contain some key provisions that overlap with respect to cultural diversity and cultural diversity management issues. A second reason is that both plans fall under the auspices of the City’s Community Development Branch within the Community Services Department.

### **8.3.2 Capacity Building at Intergovernmental Level**

During the past six years capacity building at the intergovernmental level has benefited immensely from the collaboration between the municipal, provincial and federal governments in establishing the tripartite Steering Committee consisting of one or more official from each order of government to coordinate the Saskatoon Immigration Project. To reiterate, the Saskatoon Immigration Project has been a tripartite contributory partnership, between the municipal, provincial, and federal governments designed to provide the

requisite resources not only for the salary of the Immigration Community Resource Coordinator, but also and for a series of activities and initiatives undertaken during the past six years. Based on the value of those initiatives, the three orders of government should consider what to do in the near future for the purpose of continuing to enhance and sustain capacity at the intergovernmental level in meeting the needs of newcomers as well as some of the needs of various types of agencies involved in meeting those needs. For that purpose they should reflect on the continuing value of the tripartite Steering Committee and the Saskatoon Immigration Project. Furthermore, given the importance of the interface between newcomers and Aboriginal people, they should reflect on the current and future roles of various Aboriginal governments within the system

#### **8.3.2.1 Consider Retaining the Tripartite Steering Committee**

The municipal, provincial, and federal governments should consider whether to retain the tripartite Steering Committee to facilitate consultations, coordination and collaboration between them in dealing with anything related to immigration, settlement and integration. The steering committee that has been in place during the past six years has performed a very important intergovernmental coordinating function that has served the immigration and integration sector very well. Some consideration should be given to how the tripartite Steering Committee can continue to perform its current role(s) in intergovernmental consultation, coordination and collaboration effectively and efficiently for the foreseeable future.

#### **8.3.2.2 Consider Retaining the Saskatoon Immigration Project**

The municipal, provincial and federal governments should consider whether to renew the Saskatoon Immigration Project with or without modifications to the focus and the terms and conditions have existed in the past six years. The Saskatoon Immigration Project has been a valuable intergovernmental partnership in providing focus and coordinative and facilitative leadership to perform many functions and achieve many goals, including animating and engaging many stakeholders in thinking about what was being done and what had to be done to build capacity within the immigration and integration sector. Indeed, ultimately it also helped to encourage various stakeholders to work on building some of that capacity.

#### **8.3.2.3 Consider Consulting Aboriginal Governments**

Consideration should be given to determining what involvement, if any, various orders of Aboriginal governments would want in any facet of the newcomer settlement and integration system, but particularly in the orientation of newcomers to the Aboriginal legacies and cultures in the city, the province and the country, and also in fostering intercultural understanding between Aboriginal people and newcomers.

#### **8.3.3 Capacity Building at Agency Level**

Building and sustaining organizational capacity for meeting the needs of newcomers is required by many governmental and non-governmental agencies. Toward that end, each organization could examine the way they operate both on their own and in partnership with others.

### **8.3.3.1 Consider Engaging in Strategic Planning**

First, each organization should review their respective roles and responsibilities in meeting newcomer needs in the context of their strategic planning processes (Wood and Landry, 2008). Organizations for which their principal mandate is meeting needs of newcomers should consider making such a review the central focus of their strategic planning. Organizations for which meeting the needs of newcomers is not their principal mandate, should consider meeting those needs as one key component of their strategic planning processes and documents. When engaging in strategic planning all governmental and non-governmental organizations should be mindful not only of the importance of meeting specific needs of newcomers, but also the importance of managing diversity effectively (Papillon, 2002; Poirier, 2003; Poirier 2004; FCM 2012).

### **8.3.3.2 Consider Acquisition and Leveraging of Assets and Resources**

Second, governmental and non-governmental agencies should explore all possible avenues to acquire the assets and resources they require to perform key functions in meeting the needs of newcomers. There are at least four categories of strategies for acquiring the assets and resources:

1. Governmental agencies should continue to prepare strong cases for budget allocations to provide them with the requisite assets and resources.
2. Non-governmental agencies should explore various ways to generate revenues not only through government grants, but also through various types of fundraising strategies.
3. Some non-governmental agencies should consider leveraging their assets and resources in at least one of several ways, including:
  - sharing facilities, staff, and/or equipment; and
  - merging with one or more other organizations to create an integrated multi-functional organization.

### **8.3.3.3 Consider Inter-Agency Collaboration**

Third, governmental and non-governmental agencies should continue to seek ways to collaborate with each other as a means of increasing their individual and collective capacity to meet the needs of newcomers. There are many things that could be done through inter-agency collaboration that cannot be done by individual agencies on their own.

### **8.3.4 Capacity Building at Sectoral Level**

Several sectors are involved in meeting the needs of newcomers. In addition to the so-called settlement services sector per se, consisting of a few agencies providing specialized services targeted exclusively to newcomers, there are several other sectors consisting of agencies providing services to all eligible persons, including newcomers. This includes, for example, agencies in the health, education, business, and labour sectors. Capacity building in all such sectors could be enhanced if at least two major types of initiatives were undertaken.

#### **8.3.4.1 Consider Creating and Strengthening Sectoral Networks**

The first initiative to consider undertaking is improving networking among governmental and non-governmental stakeholders in each sector. The central purpose of this initiative would be to improve connectivity among them in ways that will foster improved consultation, coordination, and collaboration. Toward that end, stakeholders in each sector should consider the relative merits of various means of networking. In doing so, attention should be devoted to, among other things, establishing networks in which the stakeholders are linked by a common dedicated website as well as maintaining a list-server for organizations. To this end the City of Saskatoon recently upgraded its immigration page, and is cross-linked to other websites that focus on immigration, settlement and integration issues.

#### **8.3.4.2 Consider Conducting Sectoral Forums/Symposia**

Second, capacity at the sectoral level can be built through sectoral forums and symposia where key issues and options related to newcomer settlement and integration can be addressed. Such forums and symposia will contribute to advancing various objectives, including the following: fostering understanding of various issues and options; establishing goals and priorities; establishing professional relationships among members of various agencies in the sector; and establishing partnerships among the agencies in undertaking various initiatives. The value of the sectoral forums and symposia facilitated by the Immigration Community Resource Coordinator, during the past six years, attests to this.

### **8.3.5 Capacity Building At Inter-sectoral Level**

#### **8.3.5.1 Consider Improving Inter-sectoral Networks**

Sustaining and enhancing capacity in the immigration, settlement and integration sector requires improving inter-sectoral networks and connectivity. One key question is the extent to which the networks should be formal or informal, standing or ad-hoc, highly institutionalized or relatively non-institutionalized.

In the near future the City and community of Saskatoon may have to consider and address an important issue regarding the mechanism(s) that will exist in fostering and sustaining functional networks and connectivity within and across sectors. Current indications are that in making this choice at least two categories of mechanisms may have to be considered:

- Initiatives facilitated by the Immigration Community Resources Coordinator;
- Initiatives facilitated by a Local Immigration Partnership (LIP) or Lip-like organization.

Both categories of mechanisms will require decisions on the precise role of City officials.

### **8.3.5.2 Consider Continued Reliance on ICRC**

One way that capacity building at the intersectoral level can occur is through continued reliance on the existing model whereby some key intersectoral coordinative and facilitative functions are performed by the Immigration Community Resource Coordinator and other staff from the Community Development Branch.

The lead agency in this model has been and would remain the Community Development Branch, and the lead agents have been and would remain the Branch Manager and the Immigration Community Resource Coordinator (ICRC). Their ability and value in performing these functions have been quite evident in the series of inter-sectoral and sectoral stakeholder forums coordinated, which served the dual purpose of bringing hundreds of key stakeholders together to discuss issues and options related to immigration, settlement and integration and also in producing reports and an action plan. Again, as noted in an earlier section of this report, their ability to perform these valuable functions emerged and was sustained through a 'contributory partnership' embodied in the Saskatoon Immigration Project (SIP), whereby the federal and provincial governments contributed actual dollars and the City of Saskatoon contributed primarily in kind.

### **8.3.5.3 Consider Future Reliance on Local Immigrant Partnership (LIP) or LIP-Like Organization**

Capacity building at the intersectoral level can also occur through various means (Burr, 2011), including the creation of a Local Immigrant Partnership (LIP), which to date have been established in many communities in Ontario and one or two communities in Alberta (Bradford 2010; Bradford and Andrew, 2010; Bradford et al., 2011; Wayland 2012). These are partnerships within and across communities involving agencies devoted to identifying and animating strategic directions related to immigration initiatives. As shall be explained below, such an organization, or at least some variation of it, has some important things in common with the model of intersectoral and sectoral coordination that has existed in Saskatoon during the past six years through the Saskatoon Immigration Project.

The key features of a LIP are as follows (CIC, 2010e, 2011, 2012d, 2012e; CIC 2008; Burr 2011; Wayland, 2012):

#### **1. LIP Lead Agency**

- Every LIP has a 'lead agency' that is responsible for providing administrative leadership and coordination for member agencies.
- The role of lead agency can be performed either by a single agency or more than one agency in a collaborative partnership.
- Any one or more agency may respond to the call for proposals issued by Citizenship and Immigration Canada (CIC) to perform the lead agency function.
- CIC chooses the lead agency based on the responses to the call proposals and the negotiations of the terms and conditions related to the contribution agreement.

#### **2. Funding for LIP Lead Agency**

- The federal government provides funding to each lead agency based on a contribution agreement, which also outlines the terms and conditions that must be adhered to for funding.

### 3. Functions of LIP

- The key function of a LIP is to facilitate collaborative planning, development and implementation of constructive initiatives within its community to improve the settlement and integration capacity of that community with respect to newcomers.

Based on what has happened where LIPs have been established in recent years in Ontario and Alberta, if CIC chooses to issue a call for proposals for a LIP in Saskatoon, the City will be faced with at least four choices:

- The City may perform an exclusive lead agency role.
- The City may perform a substantial joint lead agency role.
- The City may perform a limited joint agency role.
- The City may perform no lead agency role.

Even if the City chooses not to perform a lead agency role, it could opt to participate within the LIP framework as one of the many governmental and non-governmental stakeholders in advancing the goals and objectives of the LIP as well as its own. For the City, as for other stakeholders, not performing a lead agency role does not preclude the possibility of participating as a LIP member, unless the LIP decides that exclusion is warranted for valid and justifiable reasons.

In sum, if the federal government decides to promote and support the creation of a LIP in Saskatoon, the City should consider the following two important matters:

- The relative merits of the coordinative and facilitative framework within the context of a LIP, versus the coordinative and facilitative framework that has been in place for the past six years within the context of the Saskatoon Immigration Project through the City's Community Development Branch.
- What role(s), if any, it would want to perform within the scope of a LIP.

In considering the role(s) that it has been performing to date and the role(s) it will perform in the future in the field of immigration, settlement and integration, the City should reflect on the observations within its Culture Plan about the shifts in roles performed by governments. The Plan states that shifts are occurring with the role of government from a traditional 'planner-provider-deliverer' model to an increasingly collaborative 'enabler-convenor-catalyst-broker' model (Saskatoon, 2011c). An important point to underscore in relation to this observation is that those two models are not mutually exclusive, but ends of a continuum (Osborne, 2010). Thus, the City cannot simply choose one of these models over the other; instead, it will have choices to make regarding the appropriate balance between the two models. At the same time, the City will also have to reflect on the issues outlined by the Federation of Canadian Municipalities regarding the general as well as the specific roles of municipalities in settlement and immigration (Leitner and Preston, 2011; FCM 2012).

#### 8.4 Strategic Initiatives to Increase Capacity in Meeting Needs of Newcomers

The strategic initiatives profiled in the previous sub-section are ones that should be considered specifically for the purpose of building capacity at each of the five levels of the system (i.e., municipal, inter-governmental, agency, sectoral and intersectoral) to meet the needs of newcomers, and to some extent also the needs of agencies that provide services to them. However, those particular initiatives are only a subset of all the initiatives that should be considered in meeting the needs of newcomers. A list of other capacity building initiatives to meet various specific needs of newcomers is contained in Appendix 1 where they are grouped into the following topic areas.

### Recruitment, Reception, Settlement, and Retention of Newcomers

- Recruitment of Newcomers
- Reception of Newcomers
- Housing of Newcomers
- Health of Newcomers
- Retention of Newcomers
- 

### Economic Integration of Newcomers

- Foreign Credential Recognition
- Business and Entrepreneurship Services
- Employment, Mentorship, and Internship Services
- Educational and Training Services and Programs

### Social Integration of Newcomers

- Intercultural Relations
- Aboriginal-Newcomer Relations
- Arts, Culture, and Recreation Services

### Civic Integration of Newcomers

- Newcomer Involvement on Councils, Committees, Boards, Associations
- Orientation to Policing and Justice Services
- Orientation to Elections
- Orientation to Volunteering

### Consultation, Coordination, Collaboration

- Improving the Consultation, Coordination, and Collaboration Capacity of Stakeholders in Saskatoon
- Improving the Consultation, Coordination, and Collaboration Capacity of Stakeholders in the Saskatoon City-Region

Dealing with the major strategic directions for capacity building highlighted in this section, and the more detailed capacity building initiatives contained in Appendix 1, will require concerted, proactive and constructive efforts by non-governmental and governmental stakeholders. As part of those efforts, attention should be devoted to identifying strategic directions and initiatives identified in various website and publications profiled in the references section of this report (e.g., Annis and Silvus, 2005; Derwing and Krahn, 2006; CIC 2007; Dowding and Razi, 2008; Peel, 2008; Corriveau, 2010; City of Toronto, 2010; City of Calgary 2011; Chiasson and Najichiro, 2011; HRM, 2005; Burstein 2010; Esses et al., 2010; Biles et al., 2011; Tolley and Young, 2012; Andrew, 2012; CIC ,2012c; Ontario, 2012; AUMA 2012a; AUMA 2012b; CIC, 2012c).

Of particular interest for this purpose is likely to be the “*Best Practices in Settlement Services*” website created recently by the federal government.(CIC 2012c). Efforts to enhance capacity should also be informed by a solid understanding of the various strategic directions, policies and programs for settlement and integration of the provincial and federal governments. In the case of the federal government, special attention must be devoted to its so-called “modernization of settlement “ initiative (CIC 2010e; CIC 2012b).



## 9. Summary and Concluding Observations

The overarching objective of this report is to provide an overview and assessment of the organizational capacity within the City and within Saskatoon's community to meet the settlement, economic, social and civic integration needs of newcomers in the recent past and for the foreseeable future, and to identify some potential strategic directions and initiatives to increase that capacity.

The report contains two major findings related to that objective. The first finding is that during the past six years, organizational capacity to meet the needs of newcomers has increased during the past six years within the City and within Saskatoon's community. The increase in capacity has contributed to laying relatively extensive and in some cases relatively robust foundations for additional capacity building in meeting the needs of newcomers. The second finding related to that objective is that despite the increase in organizational capacity both within the City and the community in the recent past, more organizational capacity is still needed to meet various needs of many newcomers for the foreseeable future.

The stakeholder consultation process undertaken for this report revealed two important matters related to efforts to increasing organizational capacity. First, there is a high degree of support among members of various governmental and non-governmental agencies for continuing to build on the existing capacity for meeting the needs of newcomers. The prevailing view was that capacity building to meet the needs of newcomers is an important undertaking rooted in principled and pragmatic considerations regarding benefits not only to newcomers, but also to Saskatoon's community and economy. It is important to note, however, that many participants in the consultations indicated that in addition to efforts to meeting the needs of newcomers, efforts should also be devoted to meeting the needs of Aboriginal and non-Aboriginal residents in Saskatoon.

Second, the stakeholder consultation process also revealed a widespread belief that both in utilizing existing organizational capacity and in increasing it, much more attention must be devoted to developing strategies and processes for making all newcomers aware of the programs and services available to assist them in dealing with their needs. Some added that this is particularly important in the case of newcomers who have substantial settlement and integration needs but do not have adequate information, confidence, comfort or means to avail themselves of those programs and services.

This report suggests that in undertaking capacity building to meet the needs of newcomers it is important to focus on four key factors, namely: adopting a systems approach, engaging in strategic use of assets and resources; strategic networking and connectivity; and proactive and constructive behavior by agencies and agents. The report also suggests that in undertaking capacity building to meet those needs, consideration should be given to an array of strategic directions and initiatives outlined in Section 8 and in Appendix 1, as well as various websites and publications profiled in the references section of this report. Special attention should be devoted to the options profiled in the various reports produced regarding the settlement and integration of newcomers in Saskatoon during the past decade (Saskatoon 2008b; Saskatoon 2012a),

As stated in the introduction, the purpose of this report is to provide all non-governmental and governmental stakeholders within the settlement and integration sector, as well as

members of the general public, with some information, perspectives and potentially valuable strategic directions and initiatives for building organizational capacity to meet the needs of newcomers. It is designed to foster and facilitate creative thinking about an array of issues and options of central importance for understanding and dealing with organizational programming and servicing capacity in the settlement and integration sector.

The report contains many references and web-links to other reports and academic publications that should prove useful for that purpose. The hope is that this report and those other resources will be used by stakeholders and members of the general public who are interested in reviewing and, if necessary, reforming any components of the settlement and integration system to build organizational capacity for meeting the settlement and integration needs of newcomers and, by extension, ultimately also for meeting the community and economic development needs of Saskatoon and the surrounding city-region.



## Appendix 1

### Strategic Initiatives to Consider for Building Capacity Proposed by Participants in the Stakeholder Consultations

This appendix identifies strategic initiatives for building capacity proposed either explicitly or implicitly by participants in the 'Taking Stock for Taking Action' stakeholder consultations conducted in 2012. Participants in those consultations indicated careful consideration should be given to these proposed initiatives by governmental and non-governmental organizations in Saskatoon to build capacity for facilitating the attraction, settlement, integration and retention of newcomers. Some of them expressed the hope that the production of a list of strategic initiatives such as this would provide a useful framework to determine both to what must be done and how it should be done to build capacity.

Whereas some proposed initiatives relate to improvements in existing initiatives, others relate either to initiatives being undertaken or to initiatives that should be undertaken.

Many of the proposed strategic initiatives are either the same as or similar to those articulated by participants in comparable consultations conducted in 2006, which were listed in Section 6 of the report titled 'Building Saskatoon to Become a Global City: A Framework for an Immigration Action Plan' (Pontikes and Garcea, 2006). In reading the list of proposed initiatives below it is important to note the use of an asterisk and a plus sign to distinguish between two broad categories of such initiatives:

- Strategic initiatives that are either the same as or similar to those proposed in the 2006 report are preceded by an asterisk (\*).
- Strategic initiatives that are not the same as or similar to those proposed in the 2006 report are preceded by a plus sign (+).

The proposed strategic initiatives pertain to building capacity in relation to the following five topic areas:

1. Recruitment, Reception, Settlement, and Retention of Newcomers
  - 1.1 Recruitment of Newcomers
  - 1.2 Reception of Newcomers
  - 1.3 Housing of Newcomers
  - 1.4 Health of Newcomers
  - 1.5 Retention of Newcomers
2. Economic Integration of Newcomers
  - 2.1 Foreign Credential Recognition
  - 2.2 Business and Entrepreneurship Services
  - 2.3 Employment, Mentorship, and Internship Services
  - 2.4 Educational and Training Services and Programs
3. Social Integration of Newcomers
  - 3.1 Intercultural Relations
  - 3.2 Aboriginal-Newcomer Relations
  - 3.3 Arts, Culture, and Recreation Services

#### 4. Civic Integration of Newcomers

- 4.1 Newcomer Involvement on Councils, Committees, Boards, Associations
- 4.2 Orientation to Policing and Justice Services
- 4.3 Orientation to Elections
- 4.4 Orientation to Volunteering

#### 5. Consultation, Coordination, Collaboration

- 5.1 Improving the Consultation, Coordination, and Collaboration Capacity of Stakeholders in Saskatoon
- 5.2 Improving the Consultation, Coordination, and Collaboration Capacity of Stakeholders in the Saskatoon City-Region

### 1. Recruitment, Reception, Settlement, Integration And Retention

#### 1.1 Recruitment of Newcomers

- \*Consideration should be given to the initiatives that should be undertaken to ensure sufficient numbers of immigrants are being strategically recruited to meet labour market demands. Consideration should be given to the development of effective recruitment strategies aimed at attracting various categories of immigrants and refugees who are likely to come to and stay in the Saskatoon city-region. Special consideration should be given to the merits of encouraging the provincial and federal governments to broaden and intensify their efforts to recruit various classes of immigrants, refugees, and visitors who could contribute to and benefit from living in Saskatoon, including:
  - (a) Clusters or groups of immigrants from the same geographic communities in various parts of the world;
  - (b) Family class immigrants;
  - (c) International students.
- +Governmental and non-governmental agencies should consider partnerships for the purpose of planning and organizing special recruitment missions both to other countries and to other cities within Canada designed to attract immigrants to the Saskatoon city-region.
- +Businesses should consider taking advantage of the opportunity to become more involved in the selection and retention of newcomers through the provincial and federal nominee programs.
- \*Consideration should be given to how the recruitment efforts of ethno-cultural organizations can be strategically supported. Consideration should be given to finding ways to support the efforts of ethno-cultural groups in the Saskatoon city-region, which are seeking to attract immigrants from abroad and from other parts of Canada. One example of such efforts is the effort by the Assemblée communautaire fransaskoise [ACF] to recruit francophone immigrants pursuant to the federal government's "Strategic Framework to Foster Immigration to Francophone Minority Communities" designed to increase the attraction and retention of francophone immigrants to various communities in the province, including Saskatoon.

- +Consideration should be given to the merits of mobilizing bona fide, reputable and ethical private sector immigration consultants to intensify their recruitment efforts for newcomers who are capable of settling and integrating in the Saskatoon city-region.

### **1.2 Reception of Newcomers**

- \*Consideration should be given to establishing a partnership among various governmental and non-governmental agencies in the community for creating and operating an extensive immigrant reception program. A “Welcome to Saskatoon Kiosk” with multi-lingual signage and services should be established at all ports of entry including airports, train stations, and bus stations. Each kiosk would offer an “information and passes package” which would include: materials containing valuable information needed for newcomers to live and work in Saskatoon; and complimentary introductory passes which they may need to access various types of facilities, programs and services in the city within the first few months after their arrival. These kiosks would serve to ensure all newcomers and/or visitors to Canada would be greeted in Saskatoon and offered any assistance in finding what they need immediately upon arrival.
- \*Consideration should be given to ensuring reception services are accessible, and being utilized by newcomers. Welcoming agencies should be co-located or located within close proximity. A partnership among various governmental and non-governmental agencies in Saskatoon should be formed to:
  - (a) Ensure newcomers are fully aware of all reception programs and services that are available to them; and
  - (b) Assist the governmental and non-governmental agencies in designing and delivering such reception programs and services.

### **1.3 Housing of Newcomers**

- +Governmental agencies should consider providing pre-arrival information on acquiring housing in Saskatoon and/or Canada to prospective newcomers.
- \*Public, private and non-profit housing organizations should take a more integrated approach to addressing the housing needs of newcomers. In doing so, attention should be devoted to three main issues:
  - (a) The availability, affordability and cultural aspects of housing in relation to both the existing housing, and any future housing projects planned in the future.
  - (b) The requirements for newcomers, who may have neither accessible credit histories nor references, to own and rent housing.
  - (c) The difficulties newcomers are experiencing in getting their names on waiting lists for housing.
- +Public, private and non-profit housing organizations should give special consideration to the availability and accessibility of adequate and affordable “transitional housing” in Saskatoon. In doing so, attention should be given to three main issues:
  - (a) Expanding the range of flexible housing available in Saskatoon, (i.e., temporary transitions, rentals, apartments, condos, single-family dwellings, multi-family dwellings, garage suites, and granny suites etcetera);

- (b) Increasing the support for organizations and initiatives that provide alternative and affordable housing solutions for immigrants and refugees;
- (c) Creating and funding more housing co-operatives.

- +Consideration should be given to improving current methods for building and integrating communities to ensure people and communities are connected in a meaningful way, and not isolated in certain pockets of the city. This might involve setting aside land for subsidized low-income housing in “nicer” neighborhoods. This might also include more opportunities “to volunteer as part of a team to work with, and assist, immigrants to settle” and find housing.

#### **1.4 Health of Newcomers**

- +Public, for-profit and non-profit organizations should consider addressing the special health needs of newcomers including, but not limited to: language barriers, cultural differences in health systems and certain medical conditions that are more pronounced (e.g., PTSD, TB) among them.
- +Consideration should be given to better addressing the immediate and transitional health needs of immigrants and refugees upon, and shortly after arrival. Immigrants and refugees should be provided with more appropriate medical services upon arrival including mental health, addictions, domestic violence, disabilities and assessment services.
- +Consideration should be given to enhancing the cultural sensitivity and/or multicultural understanding of those who work in Saskatoon’s health sector.
- +More research should be conducted on (health) issues affecting newcomers. Consultations should be undertaken to develop the following three compendiums:
  - (a) A compendium of existing (health) services and programs for newcomers;
  - (b) A compendium of the challenges being faced by those (in the health sector) who are serving a growing number of newcomers to Saskatoon;
  - (c) A compendium of the increased capacity required to meet the various (health) needs of newcomers in Saskatoon.
- +Public, for-profit and non-profit organizations should consider developing a universal protocol for tracking the health services provided in Saskatchewan, Canada and abroad. This protocol could help to better identify the specialized and non-specialized health services required in Saskatoon and elsewhere.

#### **1.5 Retention of Newcomers**

- +Public, private and non-profit organizations should consider enhancing and increasing the organizations and initiatives that help “to integrate [newcomers] into communities so they don’t want to leave”. Existing tools should be better utilized that have been developed for providing municipalities and community organizations with information regarding strategies for attracting, integrating and retaining immigrants.
- \*Consideration should be given to establishing a partnership amongst governmental and non-governmental agencies to create both a Newcomer Reception & Follow Up Program and an Immigrant Continuing Access Program. Whereas under the first

program immigrants would be contacted by governmental and non-governmental agencies which greeted and assisted them upon arrival, under the second program immigrants could on their own initiative seek some continuing assistance during their first few months in Saskatoon to find employment, housing, various types of specialty shops, and various types of services.

- +Consideration should be given to improving the recruitment, settlement and integration of Internationally Trained Professionals (ITPs) (e.g., nurses, physicians, dentists, engineers, etc.) working in northern and/or remote communities. ITPs should be included in all levels of the planning processes to meet the needs of ITPs who will arrive in the Saskatoon city-region in the future.

## 2. Economic Integration

### 2.1 Foreign Credential Recognition

- \*Consideration should be given to improving the systems and processes for recognizing foreign credentials. This might include:
  - (a) Efforts to engage with and influence licensing bodies;
  - (b) The development of job-specific standardized tests to streamline the accreditation process for newcomer; and
  - (c) Changes to the International Qualifications Assessment Service (IQAS).<sup>1</sup>
- \*Consideration should be given to establishing a Task Force on the Recognition of Professional Credentials mandated to do the following things:
  - (a) Conduct a review of the processes for accrediting and hiring internationally trained professionals in an effort to streamline the accreditation process in core areas (i.e., doctors, nurses, teachers, accountants);<sup>2</sup>
  - (b) Work closely with the professional associations such as the Association for Internationally Trained Medical Professionals to identify and eliminate any obstacles, which impede the ability of newcomers to either practice and in some cases even to enter specialized (health care related) training programs in Saskatchewan.
- +Consideration should be given to increasing the capacity to serve a growing number of newcomers, and reducing the backlogs for equivalency testing, and job training.

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<sup>1</sup> The IQAS is provided in partnership by the Government of Saskatchewan and the Government of Alberta.

<sup>2</sup> The Foreign Credential Recognition Program is providing support to the Canadian Foundation for Economic Education to organize a workshops with Canadian regulators and professional associations to development Mutual Recognition Agreements (MRAs) with foreign governments. MRAs will serve to ensure that foreign professional standards meet Canadian standards (HRSD, 2011).



## 2.2 Business and Entrepreneurship Services

- \*Consideration should be given to establishing a partnership among various governmental and non-governmental agencies for the purpose of developing entrepreneurial training programs for newcomers who wish to become entrepreneurs in Saskatoon. Such a course should include information on starting and, operating businesses. Moreover, consideration should be given to whether The Saskatoon Regional Economic Development Authority [SREDA] could take a lead in developing the right program and partnerships for this purpose. Opportunities for “collective entrepreneurship [should also be developed] through a co-op model”.
- +Consideration should be given to doing more to support newcomers through the processes of starting and operating a business. More should be done to empower and encourage newcomers to invest in businesses. Business licensing services should be offered in more languages.

## 2.3 Employment, Mentorship, and Internship Services

- \*Public, private and non-profit organizations should consider improving the employment search and placement systems in the Saskatoon city-region in order to create more diverse paths to meaningful and gainful employment for newcomers. This could be achieved in some of the following ways:
  - (a) Developing more workshops and other opportunities that give newcomers direct access to employers;
  - (b) Developing bridging programs to help young adults enter the workforce;
  - (c) Undertaking more advocacy work to support the hiring of newcomers;
  - (d) Recognizing employers for reaching out and hiring newcomers;
  - (e) Developing a register of immigrant-friendly businesses;
  - (f) Developing a comprehensive labour market strategy to ensure accessible training and job placement opportunities.
- +Consideration should be given to minimizing pressures felt by newcomer youths of working age from low income families to commit themselves to jobs that either prevent them from pursuing their studies and career training or hamper their ability to succeed in those important endeavours.
- +Consideration should be given to doing more to orient newcomers to the business and corporate culture(s) in Saskatoon.
- +More efforts are needed to create multicultural workplaces.

## **2.4 Educational and Training Services and Programs**

- \*Consideration should be given by various governmental and non-governmental agencies to improving the range of basic adult-education programs available to newcomers in Saskatoon. This could be achieved in some of the following ways:
  - (a) Hosting more professional development workshops for newcomers;
  - (b) Offering more language classes for people over 18, who cannot be accommodated by the K-12 system;
  - (c) Developing occupational-specific English classes;
  - (d) Increasing the language-training and conversational opportunities available in workplaces;
  - (e) More informal learning programs should be offered similar to the Saskatoon Public Libraries 'English Corner'.
- +School Boards should consider offering more cultural awareness training to teachers and other professional services staff so they can better understand the needs of their students.
- +Universities should consider offering more student-placement opportunities in the medical professions training programs for international students and internationally trained professionals.

## **3. Social Integration**

### **3.1 Intercultural Relations**

- +Governmental and non-governmental organizations should consider undertaking a public-education campaign aimed at the myths and misconceptions surrounding immigration and its effects in Saskatoon. The public-education campaign should emphasize the economic, social and cultural benefits of immigration to the wider population.
- +Consideration should be given to undertaking efforts aimed at fostering positive race relations. This could include:
  - (a) Encouraging cultural groups to address issues collaboratively, rather than in a combative manner;
  - (b) Encouraging cultural groups to socialize outside of their own ethnic group;
  - (c) Facilitating intercultural exchanges and other opportunities for different cultural groups to network and interact;
  - (d) Increasing anti-racism classes in workplaces and in schools.

### **3.2 Aboriginal-Newcomer Relations**

- \*Governmental and non-governmental organizations should consider establishing and enhancing partnerships between government, newcomer-serving agencies, and Aboriginal organizations. Among other things, such partnerships should seek to:
  - (a) Ensure newcomers understand the history, rights, and contributions of Aboriginal People in Canada;
  - (b) Foster intercultural understanding and social cohesion;
  - (c) Include Aboriginal elders in citizenship ceremonies.

### **3.3 Arts, Culture, Recreation Services**

- \*Encouraging Participation of Newcomers in Community Celebratory Events: Consideration should be given to undertaking special initiatives to encourage the participation of newcomers in community celebratory events such as Folkfest, Canada Day celebrations, La Fête Fransaskoise, New Year celebrations, the Children's festival, the Fringe Festival, and the Jazz Festival.
- \*Increasing Participation in Recreational and Leisure Services Consideration should be given to finding ways to increase participation of newcomers in recreational and leisure activities and encourage them to participate in such activities through various means including:
  - (a) Creating awareness about the purpose and use of the "Leisure Guide" among newcomers;
  - (b) Supplementing the "Leisure Guide" with other sources of information which are easier for newcomers to access and read;
  - (c) Increasing awareness about the Leisure Access program to ensure financial need does not become a major obstacle for any newcomer, but particularly newcomer children, to participate in recreational and leisure activities.
- +Governmental and non-governmental organizations should consider implementing recreational programs that are more inclusive of the different cultures in Saskatoon. For example, attention should be devoted to providing low-cost options for playing sports like cricket, rugby, and field hockey in Saskatoon.

## **4. Civic Integration**

### **4.1 Newcomer Involvement on Councils, Committees, Boards, Associations**

- \*Governmental and non-governmental organizations should consider how to best encourage and support newcomers to become more involved in civic affairs. Special consideration should be given to making councils, committees, boards, forums, more accessible to newcomers not only to participate as members of the general public, but also to serve as full-fledged members.
- +Councils, committees, boards, forums, associations, and etcetera should seek to undertake a meaningful two-way dialogue with newcomers on a variety of socio-political issues. More stakeholder forums should be held to increase information exchanges and collaboration amongst service providers and recipients, and ensure accurate data and planning information.

### **4.2 Orientation to Policing and Justice Services**

- \*Governmental and non-governmental organizations should consider how to ensure newcomers are oriented to the policing and justice system and understand the Canadian Criminal Code. Attention should be given to hosting more city-sponsored forums on local policing and justice issues that are accessible to newcomers.
- +Police Services should continue to outreach newcomers with educational and informational sessions and interpreter services.

### **4.3 Orientation to Elections**

- +Governmental organizations should consider how to better promote and encourage the participation of new citizens in elections. This might include providing voter information in multiple languages. It might also include inviting political candidates to more community forums and debates.

### **4.4 Orientation to Volunteering**

- \*Consideration should be given to coordinating the efforts of all governmental and non-governmental agencies to encourage newcomers to volunteer where it benefits them and the host organization. For that purpose, special consideration should be given to the merits of establishing the following:
  - (a) A centralized 'volunteer pool' for the sector from which various agencies are able to draw the volunteers they may need from time to time;
  - (b) Volunteer training programs;
  - (c) Volunteer support programs; and
  - (d) Volunteer recognition programs.

## **5. Consultations, Coordination and Collaboration Capacity**

### **5.1 Improving the Consultation, Coordination, and Collaboration Capacity of Stakeholders in Saskatoon**

- \*Governmental and non-governmental organizations should consider how to improve the planning and coordination capacity of all organizations that provide services to newcomers in Saskatoon. For that purpose the requisite number and type of inter-governmental and intersectoral consultation and collaboration mechanisms (e.g., committees, forums, networks, etc.) should be developed that are inclusive and representative of all stakeholders involved in serving newcomers in Saskatoon. The purpose of such mechanism(s) would be to allow for more regularized discussion and planning, on various immigration, settlement and integration issues and initiatives (e.g., selection, welcoming, housing, health, education, employment) affecting newcomers. Attention should also be given to reviewing their current partnerships to determine how they can be improved and how new ones can be established to increase the overall immigrant settlement and integration capacity in light of the composition of immigration flows.
- +The City of Saskatoon's Immigration Community Resource Coordinator should continue performing an important facilitative role in relation to intersectoral forums and other initiatives that contribute to discussions on planning and coordination related to the settlement and integration of newcomers.
- +Reliance on existing standing and ad-hoc committees that are constructive and productive should continue. Other standing and ad-hoc committees should be established where needed.

## **5.2 Improving the Consultation, Coordination, and Collaboration Capacity of Stakeholders in the Saskatoon City-Region**

- \*Governmental and non-governmental organizations should consider how to improve the planning and coordination of settlement and integration services in the Saskatoon city-region as a whole (i.e., Saskatoon and neighbouring communities) because of the existing and emerging settlement and economic, social and civic integration patterns of newcomers within the region.

## Appendix 2

### Needs Identified by Stakeholders

This appendix identifies two major sets of needs articulated either explicitly or implicitly by stakeholders who participated in the 'Taking Stock for Taking Action' consultations in 2012. The two major sets of needs are:

- Newcomer Needs (i.e., the various needs of newcomers themselves);
- Service-Provider Needs (i.e., the various needs of non-governmental and governmental providers of settlement and integration services to better meet the needs of newcomers).

This appendix is intended to serve not only as a record of the needs of newcomers and service providers identified by stakeholders who participated in the consultations, but also to facilitate discussions on what should and can be done to meet those needs. In thinking about what should and can be done, attention should be devoted not only to the proposals articulated in Appendix 1 and in other sections of this report, but also to other potentially valuable initiatives that have not been articulated in the report.

#### 1. Newcomer Needs

##### 1.1 Settlement Needs

###### 1.1.1. Housing Needs

- Reduced barriers to accessing rental housing.
- Better access to rental and housing agencies.
- Help finding housing before and after arriving.
- More credit-building services to help get mortgages.
- A range of flexible housing (e.g., rentals, apartments, condos, single family dwelling, multi-family dwellings, garage suites and granny suites).
- More low- to mid-range housing.
- More transitional housing.
- Safe and adequate short-term housing.
- Affordable housing.
- Rent controls.
- More housing assistance during the transitional period between work visas and permanent residency when many newcomers cannot get a mortgage.
- Help for understanding technical housing terminology.
- Housing that is close to amenities such as grocery stores.
- A 'true grant program' to help with utility costs.

###### 1.1.2. Health Needs

- Better access to medical services, including dental services.
- Multilingual health brochures.
- Multilingual guidelines for accessing health services.
- More interpreters for various health services.
- Over-the phone or on-call basis interpretation for health related matters.

- A multilingual section on the Saskatoon Health Region's website, or a quick translation button.
- Quicker access to health care upon arrival.
- Primary health services targeted at immigrants and refugees including mental health, addictions and assessment services on arrival.
- Integrated services to deal with mental health and culture shock problems faced by newcomers.
- Improved disability services for newcomers who need them.
- Access to health services and adequate nutrition while waiting for immigration processing.
- Enhanced knowledge of local food products and budgeting for food.

## **1.2. Economic Integration Needs**

### **1.2.1. Employment, Entrepreneurship, Internship, Mentorship Needs**

- More recruitment of newcomers who either already have skills needed by employers or can be trained to acquire the needed skills.
- Increased number and types of paths to find gainful employment.
- Temporary and transitional employment opportunities for refugees.
- More and expanded permits for international students.
- Better student placement opportunities.
- Equity policies and practices in the workplace.
- More advocacy to increase the willingness of employers to hire newcomers.
- A register of employers who hire newcomers.
- Bridging programs for older students to enter the workplace.
- More training allowances.
- More adequate and affordable childcare so women can work.
- Alternate skill-testing assessments and waving proof of training and employment requirements for gaining employment for refugees who experience difficulties in obtaining training certificates, proof of employment, and references from their countries of origin.
- More internship/mentoring opportunities to build Canadian work experience.
- Assistance in learning the Canadian business culture.
- Recognition of qualifications for foreign workers.
- Standardized and job-specific skill-tests to streamline the recognition of foreign qualifications.
- Changes to the International Qualifications Assessments Service (IQAS).
- Fast tracked education for foreign professionals in regulated professions (e.g., doctors, nurses, teachers, accountants).
- Guidance and support to engage in collective co-operative style entrepreneurship.
- Multilingual business-licensing services.
- Space for faith observance practices in the workplace.

### **1.2.2. Education Needs - Language and Literacy Needs**

- More occupation-specific English classes.
- Pre-school literacy initiatives and childhood education.
- Programs for people 18-21 who only require language training and cannot be properly accommodated in the K-12 system.

- More readily accessible language and psycho-educational assessments so newcomers can get the educational assistance they require.
- Increased ESL language training and opportunities for conversation in English.
- Smaller ESL classes.
- More ESL teachers.
- More occupation related skill-development programs in high schools.
- More bridging programs for students who do not have university-level English but are academically proficient.
- More informal learning options.
- More language tutors.
- A listing of all informal non-credentialed learning opportunities.

### **1.3. Social Integration Needs**

- More integration initiatives aimed at developing strong communal bonds and robust community networks.
- More intercultural exchanges.
- Information on integration and acculturation processes (e.g., factors that facilitate or inhibit integration and acculturation).

### **1.4. Civic Integration Needs**

- Help understanding Canada's public agencies and navigating bureaucracies.
- Multilingual information on justice system, programs and services.
- Help understanding the legal system in Canada.
- Positive interactions with law enforcement officials, particularly for refugees who may fear authority figures.
- Information on how to interact with police officers.
- Immigration consultants for those who cannot afford lawyers to help with legal and administrative aspects of the immigration and citizenship processes.
- Elected officials to reach out and engage newcomers.
- More opportunities to participate on boards, committees, councils et cetera.

## **2. Service-Provider Needs**

### **2.1. Needs Related to Settlement**

#### **2.1.1. Needs Related to Housing**

- More information on the basic housing needs of newcomers.
- More information on how to create ideal housing for newcomers.
- More consultation and collaboration with the appropriate order(s) of government in developing adequate and affordable housing for newcomers with low incomes.

#### **2.1.2. Needs Related to Health**

- More time for service providers within and outside the health system to deal with the challenges of serving newcomers who have special health needs.
- Better information on domestic violence issues among newcomer families and better means for dealing with them.



## **2.2. Needs Related to Economic Integration**

### **2.2.1. Needs Related to Employment and Entrepreneurship**

- More assistance in developing equitable hiring practices.
- More incentives to hire international students and newcomers.
- More assistance in recruiting skilled workers through international job fairs and other marketing strategies.
- More reforms to the SINP to facilitate the processes by which employers can find and hire newcomer employees with the requisite skills.
- More incentives and assistance in creating workplaces in which cultural diversity in hiring as well as other human resources management practices is valued and respected.
- Increased recognition of workplaces that value and respect cultural diversity.

### **2.2.2. Needs Related to Education**

#### **2.2.2.1 Needs Related to Language and Literacy**

- Increased governmental support and funding to make language and psycho-educational assessments more readily available so that newcomers can get the educational assistance they require.
- Increased support and resources for service providers to offer more language and literacy programs for newcomers.
- Create training programs for existing staff of CBOs which may not have funds in their budget to hire additional ESL trained staff.

### **2.2.2.2 Needs Related to Other Education Matters**

- Cultural awareness training for teachers in all educational systems to improve their understanding of the perceptions and needs of their respective students.
- Provide opportunities for agency staff and volunteers learn about foreign education systems to better support newcomers.
- More information regarding education systems and programs in Saskatchewan.
- More information regarding the challenges faced by teachers and administrators in schools to support newcomer students and families.
- More funding to have more Settlement Support Workers in Schools (SSWIS).
- Offer an even more 'internationalized curriculum' that devotes more attention to cultures and issues in other countries. Cultural studies should be an integral component of the educational curriculum. This is very important, indeed imperative, in an increasingly more integrated and intimate 'global village'. The emerging 'global citizenship' for individuals, not-for-profit organizations, businesses and governments requires an understanding of the cultural dimensions of the 'global village'. This is equally true of cases in which they are either 'guests' or 'hosts' within the 'global village'.
- Increase the number of events where established and successful newcomers speak in schools and other public and private forums both for the purpose of profiling positive role models and for sharing knowledge regarding strategies for success not only if you are a newcomer, but also if you are a longtime resident.

### **2.3. Needs Related to Social Integration**

- Assistance with, and recognition of, initiatives designed to foster better intercultural understanding and relations between members of different cultural groups, and particularly those between members of newcomer and Aboriginal cultural groups.
- Assistance in providing special support and social orientation services for newcomers experiencing 'culture shock'.

### **2.4. Needs Related to Civic Integration**

- Increased financial and logistical support for programs that promote civic engagement among newcomers.
- Increased and improved two way dialogue between members of service provider organizations and newcomers on civic integration issues and options of interest and importance to each of them.

### **2.5. Needs Related to Other Matters**

- Increased financial and logistical support for service provider organizations to do follow-up assessments of programs and services they provide.



## Appendix 3

### Statistical Profiles of Immigration Flows and Population

This section provides a statistical overview of immigration flows to Saskatoon as well as some aspects of the current demographic profile of Saskatoon's population. In examining the immigration flows, attention is devoted to the flows of permanent and temporary residents, source countries of immigrants to Saskatchewan as a whole, and the size and composition of the visible minority population in Saskatoon. Most of the data for this statistical overview is derived from three sources: the report produced by Citizenship and Immigration Canada titled *Facts and Figures 2011: Immigration Overview—Permanent and Temporary Residents* (Canada, 2012a); the tables based on the 2006 Census (Statistics Canada 2006), and the tables based on the 2011 Census (Statistics Canada 2011).

#### [A] PERMANENT RESIDENTS

##### [A.1] Permanent Residents by Geographic Area

**Table 1:  
Permanent Residents by Province and Urban Area**

Urban area	Number									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	556	570	656	633	821	910	1,406	2,058	2,567	3,202
Saskatoon	721	631	802	844	1,164	1,618	2,061	2,564	3,176	3,796
Other Saskatchewan	390	467	485	642	739	988	1,368	2,268	1,872	1,957
Saskatchewan	1,667	1,668	1,943	2,119	2,724	3,516	4,835	6,890	7,615	8,955
Canada Total	229,048	221,349	235,823	262,242	251,640	236,753	247,246	252,174	280,691	248,748

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 1 shows the increases in the total number of permanent residents between 2002-2011 in Canada, Saskatchewan, Saskatoon, Regina and the rest of Saskatchewan. During this time period, the number of permanent residents arriving annually to Saskatchewan increased by 7,288 of which Saskatoon accounted for 3,075 or 42% of the province's increase in permanent residents.

## [A.2] Permanent Residents by Immigrant Category

**Table 2:  
Permanent Residents by Province and Category – Saskatchewan**

Category	Number									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Family class	363	412	456	456	477	514	551	628	726	689
Economic immigrants	652	675	883	1,018	1,582	2,346	3,665	5,538	6,243	7,658
Refugees	601	501	560	614	626	617	552	646	574	547
Other immigrants	51	80	44	31	39	39	67	78	72	61
Saskatchewan	1,667	1,668	1,943	2,119	2,724	3,516	4,835	6,890	7,615	8,955

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 2 shows the total increases in Saskatchewan's permanent residents by category (Family Class, Economic Immigrants, Refugees, and Other Immigrants) between 2002 and 2011. During this period the number and proportion of 'Economic Immigrants' arriving annually to Saskatchewan increased dramatically by 7,006. However, largely as a result of the greater emphasis by CIC and AEEL on attracting skilled economic immigrants, the number of 'family class' immigrants increased only slightly and the number of refugees decreased (53 less in 2011 than 2002.)

**Table 3:  
Permanent Residents by Province and Category – Saskatchewan**

Category	Percentage distribution									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Family class	21.8	24.7	23.5	21.5	17.5	14.6	11.4	9.1	9.5	7.7
Economic immigrants	39.1	40.5	45.4	48.0	58.1	66.7	75.8	80.4	82.0	85.5
Refugees	36.1	30.0	28.8	29.0	23.0	17.5	11.4	9.4	7.5	6.1
Other immigrants	3.1	4.8	2.3	1.5	1.4	1.1	1.4	1.1	0.9	0.7
Saskatchewan	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 3 shows the percentage of increases in Saskatchewan's permanent residents by category (Family Class, Economic Immigrants, Refugees, and Other Immigrants) between 2002 and 2011. The table reveals a significant shift in the composition of the annual flows of permanent residents to Saskatchewan during that period. A comparable shift in flows occurred in Canada. There was a significant reduction in the proportions of permanent residents from the 'Family Class' and 'Refugees' at 14.1% and 30% respectively. During the same time period the number of 'Economic immigrants' increased by 46.4%.

## [B] TEMPORARY RESIDENTS

### [B.1] FOREIGN WORKERS (ENTRIES)

**Table 4:  
Total Entries of Foreign Workers by Province and Urban Area**

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	329	270	278	336	369	474	771	998	808	812
Saskatoon	363	306	423	537	599	837	1,151	1,217	865	1,005
Other Saskatchewan	603	603	596	864	911	1,145	1,679	1,709	1,347	1,693
Saskatchewan	1,295	1,179	1,297	1,737	1,879	2,456	3,601	3,924	3,020	3,510

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 4 shows the increases in the total entry of foreign workers between 2002-2011 in Saskatchewan, Saskatoon, Regina and the rest of Saskatchewan. The total for Saskatoon increased from 363 in 2002 to 1005 by 2011, an increase of approximately 80%. Saskatoon's share of foreign workers in 2002 was approximately 36% and 2011 it was approximately 29%.

### [B.2] FOREIGN WORKERS (PRESENT)

**Table 5:  
Foreign Workers Present on December 1<sup>st</sup> by Province and Urban Area**

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	333	333	362	382	423	536	811	1,336	1,420	1,664
Saskatoon	466	509	617	745	761	1,085	1,572	2,026	1,793	1,893
Other Saskatchewan	659	679	725	862	983	1,325	1,925	2,568	2,669	3,432
Saskatchewan	1,458	1,521	1,704	1,989	2,167	2,946	4,308	5,930	5,882	6,989

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 5 shows the total number of foreign workers present between 2002-2011 in Saskatchewan, Saskatoon, Regina and the rest of Saskatchewan. Between 2007 and 2009 the total number of foreign workers in Saskatoon increased by 87% or a total of 941. During this same three-year period the provincial total of foreign workers present December 1<sup>st</sup> increased by 101% or 2984 foreign workers.

### [B.3] FOREIGN STUDENTS (ENTRIES)

**Table 6:  
Total Entries of Foreign Students by Province and Urban Area**

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	519	575	466	531	428	423	534	640	554	426
Saskatoon	440	456	408	482	531	605	649	615	637	543
Other Saskatchewan	315	352	278	295	302	237	251	200	217	178
Saskatchewan	1,274	1,383	1,152	1,308	1,261	1,265	1,434	1,455	1,408	1,147

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 6 shows the total annual number of foreign students in Saskatchewan, Regina, Saskatoon and the rest of Saskatchewan between 2002 and 2011. Throughout the ten-year period accounted for in this table, the number of foreign students in Saskatchewan has not changed significantly. The number of foreign students in Saskatoon has remained consistent between the intervals of 408 (2004) and 649 (2008), while the total for Saskatchewan has remained between 1,147 (2011) and 1,455 (2009).

#### [B.4] FOREIGN STUDENTS (PRESENT)

**Table 7:  
Foreign Students Present on December 1<sup>st</sup> by Province and Urban Area**

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	1,202	1,310	1,437	1,512	1,327	1,314	1,386	1,548	1,741	2,008
Saskatoon	1,461	1,515	1,570	1,583	1,579	1,700	1,772	1,987	2,120	2,299
Other Saskatchewan	632	693	610	632	577	503	484	419	471	541
Saskatchewan	3,295	3,518	3,617	3,727	3,483	3,517	3,642	3,954	4,332	4,848

**Source:** *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 7 shows the total annual number of foreign students present in Saskatchewan, Regina, Saskatoon and the rest of Saskatchewan on December 1<sup>st</sup> from 2002-2011. During this ten-year period the total for Saskatoon has increased by 57% or a total of 838. During this same ten-year period the total for Saskatchewan increased by 47% or a total of 1553. Saskatoon has garnered 54% of the total increase of foreign students in Saskatchewan during this ten-year period.

#### [B.5] HUMANITARIAN POPULATION (ENTRIES)

**Table 8:  
Total Entries of Humanitarian Population by Province and Urban Area**

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	13	9	8	--	16	14	8	19	21	19
Other Saskatchewan	32	25	27	--	14	21	67	57	49	51
Saskatchewan	45	34	35	16	30	35	75	76	70	70

**Source:** *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 8 shows the annual total of 'humanitarian' migrant entries into Regina, Saskatchewan and the rest of Saskatchewan. The most dramatic rise in the number of humanitarian entries into Saskatchewan occurred during the two-year period between 2007 and 2008 with a total increase of 114%.

## [B.6] HUMANITARIAN POPULATION (PRESENT)

**Table 9:**  
Humanitarian population present on December 1<sup>st</sup> by Province and Urban Area

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	38	42	31	19	27	47	57	63	71	106
Other Saskatchewan	202	159	104	65	68	78	135	186	204	233
Saskatchewan	240	201	135	84	95	125	192	249	275	339

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 9 shows the total humanitarian population present in Regina, Saskatchewan and the rest of Saskatchewan annually on December 1<sup>st</sup> between 2002 and 2011. The most significant increase occurred in the two-year period between 2010-2011 with a total increase of 64 people, and the 2007-2008 period with a total increase of 67. This can be contrasted with the 2005-2006 period in which the humanitarian population only increased by 11.

## [B.7] REFUGEE CLAIMANTS (ENTRIES)

**Table 10:**  
Total Entries of Refugee Claimants by Province and Urban Area

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	8	6	6	--	15	12	--	15	16	12
Other Saskatchewan	19	21	19	--	9	11	--	51	38	37
Saskatchewan	27	27	25	14	24	23	55	66	54	49

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 10 shows the total entries of refugee claimants in Regina, Saskatchewan and the rest of Saskatchewan between 2002 and 2011. During the three-year period between 2007 and 2009 the total number of refugee claimants in Saskatchewan increased by 187% or a total of 43.

## [B.8] REFUGEE CLAIMANTS (PRESENT)

**Table 11:**  
Refugee Claimants Present on December 1<sup>st</sup> by Province and Urban Area

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	25	29	25	12	25	44	49	53	62	101
Other Saskatchewan	160	134	81	46	45	51	101	156	171	191
Saskatchewan	185	163	106	58	70	95	150	209	233	292

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 11 shows the total number of refugee claimants present on December 1<sup>st</sup> in Regina, Saskatchewan and the rest of the province annually between 2002 and 2011. During the four-year period between 2008 and 2011 the total number of refugee claimants present on December 1<sup>st</sup> in Saskatchewan increased by 95% or a total of 142.



## [C] SOURCE COUNTRIES

**Table 12:  
Actual and Percentage of Permanent Residents Coming  
to Saskatchewan by Source Area**

SOURCE AREA	2002		2011	
Africa and the Middle East	509	(30.53%)	1,240	(13.85%)
Asia and Pacific	693	(41.57%)	6,425	(71.75%)
South and Central America	53	(3.17%)	306	(3.42%)
United States	106	(6.35%)	148	(1.65%)
Europe and the United Kingdom	306	(18.35%)	836	(9.34%)
Source area not stated	0	(0%)	0	(0%)
<b>Saskatchewan</b>	<b>1,667</b>	<b>(100%)</b>	<b>8,955</b>	<b>(100%)</b>

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 12 shows the actual number and percentage distribution of permanent and temporary residents in Saskatchewan by source region for 2002 and 2011. The 'Asia and Pacific' region has increased by almost tenfold in actual numbers during that time period (from 693 to 6,425) and now accounts for 72% of Saskatchewan's permanent and temporary residents. During this ten-year time period Saskatchewan's permanent and temporary residents increased 437%, and by a total of 7,288.

## [D] VISIBLE MINORITIES

**Table 13:**

Visible Minority Population, by Census Metropolitan Areas Saskatoon and Regina		
City	Regina	Saskatoon
<b>Total population</b>	<b>192,435</b>	<b>230,850</b>
Visible minority population	12,605	14,870
Percentage of total population	6.6%	6.4%
South Asian	1,975	2,230
Chinese	3,335	4,245
Black	2,170	1,900
Filipino	1,230	1,920
Latin American	955	1,050
Arab	475	940
Southeast Asian	1,260	1,010
West Asian	220	665
Korean	330	110
Japanese	180	335
Visible minority, not included elsewhere	120	115
Multiple visible minority	335	345

Source: **Statistics Canada. 2006 Census—Summary Tables**

<http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/demo53f-eng.htm>

Table 13 shows the total visible minority population, the top ten visible minority groups, and those claiming multiple visible minorities in Saskatoon and Regina in 2006. Those claiming to be a visible minority accounted for a total of 6.4% of Saskatoon's population and 6.6% of Regina's population. However, it must be noted that the percentage may be slightly higher because some people who could be classified as visible minorities might not necessarily claim this status, or may not have been surveyed for this census. People of Asian descent accounted for seven of the top ten visible minority groups in Saskatoon and Regina.

### [E] Profile, Saskatoon, CY, Saskatchewan, 2011

The following tables contain demographic data only for Saskatoon (CY). Unlike the previous tables, they do not include data for the other communities that are part of the Saskatoon CMA. The tables in this section are from the 2011 Census (Statistics Canada, 2013).

#### [E.1] Population Profile – Immigration Status and Period.

**Table 14:  
Immigrant Status, Selected Ethnic Origins, and Period of Immigration**

Characteristic	Total	Male	Female
Total population in private households	218,320	107,215	111,105
Non-Immigrants	188,815	92,135	96,690
Immigrants by period of immigration	26,050	13,110	12,935
Before 1971	3,520	1,665	1,850
1971 to 1990	4,240	2,190	2,875
1991 to 2000	3,590	1,765	1,825
2001 to 2011	14,695	7,490	7,205
2001 to 2005	3,505	1,820	1,685
2006 to 2011	11,190	5,670	5,515
North American Aboriginal origins	22,360	10,600	11,760
First Nations	14,460	6,650	7,810
Métis	9,140	4,565	4,580
Inuit	125	80	45
Non Permanent Residents	3,455	1,975	1,480
Non-Canadian Citizens	15,600	8,085	7,515

Source: Statistics Canada – *NHS Profile, Saskatoon, CY, Saskatchewan, 2011 Census*.

Table 14 shows the total population of Saskatoon, and the number of people who self-identified as being non-immigrant, immigrant, of North American Aboriginal origin, or a non-Canadian citizen. In the case of immigrants the table also shows the time period of their arrival in Canada. The table reveals that the number of immigrants arriving during the most recent five-year period (i.e., 2006-2011) was much higher than the number arriving in any other five year period during the previous three decades. The table also shows that the number of immigrants was higher than the number of North American Aboriginals by 3690 or 2% of the total population. The table also reveals that the combined total population of Immigrants and Aboriginals constituted approximately 22% of Saskatoon's total population.

## [E.2] Recent Immigrants by Place of Birth

**Table 15:  
Recent Immigrants by Selected Place of Birth**

Characteristic	Total	Male	Female
Total recent immigrant population by selected places of birth	11,185	5,670	5,515
Asia	8,365	4,225	4,145
Philippines	4,155	2,090	2,060
China	900	450	450
India	605	375	230
Pakistan	450	215	235
Europe	1,265	690	575
Africa	925	46	465
Americas (US, Chile, Colombia, El Salvador etc.)	565	265	300
United States	150	70	75

Source: Statistics Canada – *NHS Profile, Saskatoon, CY, Saskatchewan, 2011 Census*.

Table 15 shows the ‘recent immigrants’ in Saskatoon by selected place of birth. The recent immigrants’ are those who landed in Canada between January 1, 2006 and May 10, 2011 (Canada, 2013). The table reveals that the number of recent immigrants from Asia is more than three times higher than the number of recent immigrants from Europe, Africa and the Americas combined.

## [E.3] Languages Spoken

**Table 16:  
Non-official Languages Spoken**

Characteristic	Total	Male	Female
Total population in private households by non-official languages spoken	39,840	19,050	20,790
Tagalog (Filipino)	6,196	3,070	3,130
Chinese n.o.s., Mandarin, Cantonese,	4,800	2,395	2,400
German	4,290	1,970	2,320
Ukrainian	4,220	1,720	2,495
Spanish	3,070	1,465	1,600
Urdu	2,550	1,265	1,285
Aboriginal languages	2,235	775	1,460
Cree languages	1,690	595	1,095
Arabic	1,590	880	705
Hindi	1,515	895	615
Punjabi	1,390	855	535
Russian	1,350	660	685
Vietnamese	1,010	455	555
Farsi	760	390	370

Source: Statistics Canada – *NHS Profile, Saskatoon, CY, Saskatchewan, 2011 Census*.

Table 16 shows the number of people in Saskatoon who speak a language other than French or English and the top 13 non-official languages spoken. Tagalog and Chinese top the list, and when combined they account for approximately 28% of the total number of non-official languages spoken in Saskatoon. German and Ukrainian combined account for approximately 21% of the total. Urdu and Hindi combined account for approximately 20% of the total.

### [E.4] Visible Minorities

**Table 17:  
Visible Minority Population**

Characteristic	Total	Male	Female
Total visible minority population	28,025	14,325	13,700
Filipino	6,830	3,490	3,345
South Asian	5,925	3,130	2,800
Chinese	5,330	2,545	2,775
Black	2,480	1,335	1,145
Southeast Asian	1,725	905	820
Arab	1,410	755	655
Latin American	1,235	665	570
West Asian	1,080	575	495
Multiple visible minorities	910	415	500
Visible minority not included elsewhere (West Indian, Tibetan, Polynesian etc.)	435	160	265
Korean	385	200	190
Japanese	280	135	145

Source: Statistics Canada – *NHS Profile, Saskatoon, CY, Saskatchewan, 2011 Census.*

Table 17 shows that 28,025 people, which is approximately 13% of the total population in Saskatoon, self-identified as being a visible minority. It also shows the top eight visible minority groups, and that three of those groups (i.e., Filipino, South Asian and Chinese) account for 18,085 or approximately 63% of the total visible minority population. The bulk of the balance of the visible minority population consists of Black, Southeast Asian, Arab, Latin American, West Asian,

### [E.5] Immigrant Status and Place of Birth

**Table 18:  
Immigrant Status and Selected Places of Birth**

Characteristic	Total	Male	Female
Asia	15,285	7,610	7,675
Philippines	5,545	2,650	2,895
China	2,060	990	1,070
Pakistan	1,700	850	845
India	1,370	805	570
Europe	5,820	2,960	2,860
Americas (US, Chile, Colombia, El Salvador etc.)	2,735	1,380	1,360
United States	1,325	680	650
Africa	1,940	1,040	895

Source: Statistics Canada – *NHS Profile, Saskatoon, CY, Saskatchewan, 2011.*

Table 18 shows the number of immigrants living in Saskatoon by continent of origin and selected country of birth. This table captures the demographic shift towards markedly higher levels of newcomers arriving from Asia, rather than from Europe as was the case over the previous 100-year period. The total number of immigrants from Asia is much higher than the number of immigrants from Europe, the Americas, and Africa.

## [E.6] Ethnic Origin Population

**Table 19:  
Ethnic Origins - Saskatoon**

Characteristic	Total	Male	Female
European origins	168,375	82,110	86,265
British Isles (English, Irish, Scottish, Welsh etc.)	94,165	46,250	47,915
Western European origins (German, Dutch, Austrian, Belgian, Swiss etc.)	71,570	35,180	36,390
Eastern European origins (Ukrainian, Polish, Russian, Hungarian etc.)	56,835	27,340	29,495
Northern European origins (Norwegian, Swedish, Danish, Icelandic etc.)	1,410	755	655
Canadian	38,985	19,445	19,540
French origins	26,650	13,190	13,460
Asian origins	24,760	12,575	12,185
East and Southeast Asian origins (Filipino, Chinese, Vietnamese etc.)	15,510	7,690	7,820
Filipino	7,080	3,600	3,480
Chinese	6,330	3,105	3,225
West Central Asian, South Asian and Middle Eastern (East Indian, Pakistani, Iraqi etc.)	9,255	4,885	4,365
North American Aboriginals	22,360	10,600	11,760
First Nations	14,460	6,650	7,810
Métis	9,140	4,565	4,580
Inuit	125	80	45
African origins	2,945	1,560	1,385
Latin, Central, and South American origins	1,825	895	930
Caribbean origins	705	390	315

Source: Statistics Canada – *NHS Profile, Saskatoon, CY, Saskatchewan, 2011 Census.*

Table 19 shows the ethnic origins of Saskatoon's population by continent and selected ethnicity. Despite the significant increase in the levels of immigration from Asia over the previous five to ten year period, the number of people who self-identified as being of European origin continues to account for approximately 75% of the total population. 26,650 persons, or 12% of the total population, self-identified as being of French origin. People who self-identified as being of Canadian origin account for approximately 18-20% of the total population. People of Asian origin account for approximately 11% of the total population. North American Aboriginals also account for approximately 10% of the total population.

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His Worship the Mayor and City Council  
The City of Saskatoon

**REPORT**

**of the**

**ADMINISTRATION AND FINANCE COMMITTEE**

Composition of Committee

Councillor T. Paulsen, Chair  
Councillor D. Hill  
Councillor A. Iwanchuk  
Councillor Z. Jeffries  
Councillor E. Olauson

**1. Pesticide Reduction Awareness – 2013 Campaign Results**  
**(File No. CK. 4200-7)**

**RECOMMENDATION:** that the information be received.

Your Committee has considered the attached report of the General Manager, Utility Services Department dated September 12, 2013 providing an update on the pesticide reduction awareness campaign that ran from May 6 – June 24, 2013 and submits the report forward for information.

**2. Animal Control Review**  
**(File No. CK. 151-1)**

**RECOMMENDATION:** that the information be received.

Your Committee, at its meeting held on April 29, 2013, requested the Administration include consultation with the various animal agencies regarding future growth and program needs in its animal control program review and report back to the Committee.

Report No. 15-2013  
Monday, October 7, 2013  
Administration and Finance Committee  
Page 2

City Council, at its meeting held on May 6, 2013, also requested information be provided during the Animal Services review on the following topics:

- Growth Impact
- Licensing Fees
- Subsidized Spay and Neuter Program
- Barking Dogs - Complaint Process

Your Committee has considered the attached report of the General Manager, Community Services Department dated September 19, 2013 providing information regarding the above. The Administration indicated that the procedure for barking dog complaints is currently under review and an information report will be brought forward to Committee, with a target date of October 28, 2013.

Following review of this matter, your Committee submits the report for information.

Respectfully submitted,

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Councillor T. Paulsen, Chair



TO: Secretary, Administration and Finance Committee  
FROM: General Manager, Utility Services Department  
DATE: September 12, 2013  
SUBJECT: Pesticide Awareness – 2013 Campaign Results  
FILE NO: WT 4202-2

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**RECOMMENDATION:** that the information be received.

### **TOPIC AND PURPOSE**

This report provides an update on the pesticide reduction awareness campaign that ran from May 6 – June 24, 2013.

### **REPORT HIGHLIGHTS**

1. Results of the 2013 Campaign included widespread media, a strong web presence, and signage showcasing the City's herbicide free turf practices.
2. Research points to a positive correlation between reduced pesticide use and health benefits, while the cost implications of pesticide reduction are currently unknown; more research on both topics is required.
3. Municipalities and Provinces across Canada are placing restrictions on pesticide use, mainly because of the corresponding health implications.

### **STRATEGIC GOAL**

The Pesticide Reduction Awareness Campaign contributes to the strategic goal of Environmental Leadership. Pesticide reduction improves the quality of storm water runoff that is going into the river, addresses soil quality issues, and improves ecological systems and spaces, both natural and naturalized.

### **BACKGROUND**

The City of Saskatoon has partnered with the Saskatchewan Environmental Society to deliver education on pesticide reduction since 2006. Capital Project #2185 – Pesticide Education Plan, focused on providing funding to support door-to-door education. The project wound down in 2012. This year, the Environmental Services Branch worked closely with the Saskatchewan Environmental Society (SES) to plan the 2013 campaign.

Through the work of the Parks Branch, the City has been a leader in discontinuing the use of herbicides. The City of Saskatoon has been herbicide free on turf and sports fields since 2004. Furthermore, the City is committed to the use of the least toxic control methods wherever possible to control pests by using an Integrated Pest Management System. The City will only use chemical pesticides when no other effective options are available and will only use the minimum amount that is required.

To showcase these efforts and to encourage similar practices in the community, the City partnered with the SES for a campaign in 2013 to raise awareness community-wide about reducing the use of cosmetic pesticides as well as the availability of alternatives.

## **REPORT**

### **2013 Campaign Results**

The campaign used the slogan "Be Pesticide Free!" and focused on weekly themes including the discontinuation of weed n' feed, pesticide-free lawn care and pest control, pet safety, and homemade alternatives.

Highlights of the ten-week awareness campaign include:

Radio advertising: Over 180 ads on 4 radio stations.

Newspaper advertising: 8 newspaper ads (4 City Page ads in The StarPhoenix and 4 City Page ads in the Sunday Phoenix).

Campaign website: The "Be Pesticide Free" Page ([www.bepesticidefree.ca](http://www.bepesticidefree.ca)) had 655 page views with 81% being first time visitors to the site.

Media relations: The campaign was covered 7 times by 6 different media outlets.

Social Media: The weekly Facebook reach ranged from 156 to 1,289, with a total of 5,459 over the 10-week campaign. Tweets that reached the Saskatchewan Environmental Society's 560 Twitter followers in addition to the followers of the 30 re-tweets.

The Administration and Finance Committee expressed an interest in having the City showcase spaces, through signage, that were herbicide and/or pesticide free. In response, the Environmental Services, Communications and Parks Branches worked together to develop signage, which was placed at the following nine locations in the first week of June:

Kilburn	Nutana Kiwanis	Geoff Hughes
Umea Vast	W.A. Reid	Glen Reeves
Gladstone	Morris T Cherneski	Kate Waygood

The locations were selected because of their success with herbicide-free turf practices. A photo of the signage is attached (Attachment 1).

### **Pesticide Reduction in Canada**

A number of municipalities and provinces have chosen to reduce or regulate pesticides and herbicides. Most have done so for health considerations rather than financial reasons. In 1991, the Town of Hudson, Quebec became the first municipality in Canada to pass a bylaw regulating pesticide use on residential property. More than 170 municipalities across Canada have enacted bylaws restricting cosmetic pesticide use. Eight Canadian provinces have also implemented varying restrictions regarding the sale or use of cosmetic pesticides: Quebec (2003), Ontario (2008), Alberta (2008), New Brunswick (2009), Prince Edward Island (2009), Nova Scotia (2010), Newfoundland and Labrador (2012), and Manitoba (2013). British Columbia considered and rejected a

province-wide ban on cosmetic pesticide use; however 40 of its municipalities have adopted cosmetic pesticide bylaws.

### **POLICY IMPLICATIONS**

There are no policy implications at this time.

### **FINANCIAL IMPLICATIONS**

The total cost of the awareness campaign was \$9,500. The City of Saskatoon contributed \$7,500 from the operating budget for environmental programs. The SES was able to leverage an additional \$2,000.

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

As an information report there are no public and/or stakeholder involvement aspects at this time.

### **COMMUNICATION PLAN**

The 2013 Pesticide Reduction Awareness Campaign and associated communications are complete.

### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION:**

A report on a 2014 pesticide reduction campaign will be provided in the spring of 2014.

### **ENVIRONMENTAL IMPLICATIONS**

The use of pesticides is associated with negative impacts to both human and environmental health. The pesticide reduction campaign educated the community on these risks, as well as the positive implications associated with using alternatives to manage home and garden pests. Potential environmental benefits include air, water and soil quality caused by a decrease in these substances entering the environment. The overall greenhouse gas emissions are unknown and have not been quantified at this time.

Pesticide reduction will contribute to the Environmental Leadership section of the Strategic Plan by improving the quality of storm water runoff. Pesticides can leach through the soil and end up in groundwater and surface water. Once in lakes and streams, they may also become a threat to aquatic life. Some chemicals become more concentrated through the food chain, resulting in long-term negative effects to animals, such as an inability to successfully reproduce. In addition, fish and wildlife may accumulate concentrations of toxins making them unsuitable for human consumption.

**PRIVACY IMPACT**

There is no privacy implications arising from this initiative.

**SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

A CPTED review is not required at this time.

**PUBLIC NOTICE**


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

**ATTACHMENT**

1. Photo of "Pesticide Free!" sign

Written by: Katie Burns, Environmental Coordinator, Environmental Services

Reviewed by: Amber Jones, Education and Environmental Performance Manager,  
Environmental Services  
Brenda Wallace, Branch Manager, Environmental Services

Approved by:   
Jeff Jorgenson, General Manager,  
Utility Services Department  
Dated: Sept 24/2013



**TO:** Secretary, Administration and Finance Committee  
**FROM:** General Manager, Community Services Department  
**DATE:** September 19, 2013  
**SUBJECT:** Animal Control Review  
**FILE NO.:** CK 152 – 1, LS 151 – 1

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**RECOMMENDATION:** that a copy of this report be forwarded to City Council for information.

### **TOPIC AND PURPOSE**

This report is intended as information for City Council regarding the Animal Services Program, and was developed in response to a request for information.

### **REPORT HIGHLIGHTS**

1. The Administration is in discussions with both the Saskatoon Society for the Prevention of Cruelty to Animals (Saskatoon SPCA) and Saskatoon Animal Control Agency (SACA) due to contracts expiring on April 30, 2014.
2. Revenues from licensing fees decreased in 2012 from 2011 and the 2013 revenues are estimated to be similar to 2012. In response, the Administration is developing a marketing plan to showcase the program to help increase potential revenues. In addition, licensing fees demonstrate a disparity between cats and dogs and reflect the service and/or program differences that are inherent between them.
3. The Subsidized Spay and Neuter Program (SSNP) provides funding for low income pet owners by providing spay and neuter services at a discounted rate. The SSNP has not reached full expenditure since the program was introduced. The Administration is working on creating a marketing strategy to increase the awareness of the program and the program dollars spent.
4. Based on research compiled in 2012, a number of base-level changes were recommended and implemented in 2013 to enhance the Off-Leash Recreation Area (OLRA) program.

### **STRATEGIC GOAL**

Through the Strategic Goal of Quality of Life, the City of Saskatoon (City) is working to ensure existing and future leisure centres and other recreational facilities are accessible physically and financially and meet community needs.

Through the Strategic Goal of Asset and Financial Sustainability, the City of Saskatoon aims to ensure the services we provide are aligned with what our citizens expect and are able to pay.

## BACKGROUND

At its December 1, 2008 meeting, City Council approved a five year contract for the Saskatoon SPCA. During its April 20, 2009 meeting, City Council approved a five year contract for the SACA. These five year contracts will expire on April 30, 2014.

Inshtrix Research Inc. was contracted in 2011 to conduct a study of dog owners within the city to understand dog owner's awareness, usage, and opinion of OLRAs. Results of this study (see Attachment 1) were provided to the Administration in January 2012, and were integral to the development of the OLRA Program Plan that directs the work of the Leisure Services Branch in the delivery of animal services.

At its April 29, 2013 meeting, the Administration and the Finance Committee requested the Administration include consultation with the various animal agencies regarding future growth and program needs in its animal control program review and report back to the committee.

At its May 6, 2013 meeting, City Council requested information be provided during the Animal Services review on the following topics:

- Growth Impact for Saskatoon SPCA and the SACA as the City continues its growth pattern;
- Licensing Fees – why the cost difference between cats and dogs, and when a closer parity may be expected;
- SSNP – update on the program spending for 2013 compared to previous years of the program; and
- Barking Dog Procedures – a review of the process and why there is a five day then seven day follow up required prior to ticketing; and to include opportunities for the use of technology to help improve the process (this information will be provided in a separate report).

## REPORT

The Administration has begun discussions with both the Saskatoon SPCA and SACA regarding concepts of identifying current needs, a strategy to deal with future growth, and the impact that growth has already had and will continue to have on the programs and services delivered by these two agencies. The continued growth of Saskatoon has an impact on the Saskatoon SPCA and SACA and their programs. Initial discussions with both agencies indicate a need to review service fees due to the following factors:

- geographical growth of the city;
- increase in the pet population; and
- increase in expectations of the public to help resolve citizen complaints regarding animal-related issues.

### Saskatoon SPCA Contract

The Saskatoon SPCA has indicated the Pound Shelter Service has reached capacity for the current facility and has been identified within the organization as the most significant "need" moving forward. Internally, the Saskatoon SPCA is working through the development of a capital campaign that would see construction of a new and larger shelter that could meet their future needs.

The Saskatoon SPCA has indicated the following target goals for operation:

1. A larger venue to aid in program delivery. The Saskatoon SPCA has requested to lease/purchase additional land to expand its programming. The Administration will bring forward a future report in response to this request;
2. Quality Service – customer service is an important aspect of their operations. The importance of providing education and enforcement for animal welfare is based on donations and funding received, and continuation of these programs;
3. Continue to improve Chameleon software which is used for reporting cost and revenues of services and programs. Chameleon software is a database currently used by the City, Saskatoon SPCA, and SACA to ensure all agencies are inputting information into the same database for the purposes of collection and cross-reference.

The Administration will continue to work with the Saskatoon SPCA to provide pound services and facilitate programming opportunities that meet the needs of both organizations based on the continued growth of Saskatoon.

### SACA Contract

SACA has identified staff safety and staff retention as the most significant "needs" for the organization moving forward. To improve these concerns, SACA has indicated that increasing staffing levels would have a positive impact on the separation of job duties for Dispatch Officers and Animal Control Officers, as well as competitive wages to enhance staff attraction and retention as well as operations.

SACA has identified the following challenges as crucial for operation within Saskatoon.

1. Random service checks with the park system. These checks are necessary to ensure citizens are using the park properly with regard to animals on leashes, feces collection, and animal licensing. This basic program element of random park checks is a proactive level of enforcement that does not rely on incoming phone calls to identify certain hot spot locations within the city for targeting control. A random check demonstrates to the public the importance of following bylaws, and sends a positive message to all citizens that animal control is active within the city. Currently, the service level only provides a re-active measure of enforcement.



2. Quality Customer Service – SACA is the front line enforcement agency dealing with difficult situations on a daily basis. The importance of providing education and enforcement to the public is critical to the success of the program, with a goal of reducing the instances for SACA to be contacted for assistance.
3. Dangerous Animal Follow-Up – this is a critical process that takes hours out of an Animal Control Officer's schedule to complete the proper follow-up that is required annually by the City Solicitor's Office.

The Administration and SACA will continue their good working relationship in servicing Saskatoon through bylaw enforcement.

### Licensing Fees

Under Animal Control Bylaw No. 7860, at four months of age all cats and dogs residing in the city must have a licence. Revenue collected from the sale of licenses helps support the following programs and services:

- 1) Enforcing Animal Control Bylaw No. 7860 and Dangerous Animals Bylaw No. 8176;
- 2) Investigating and helping resolve citizen complaints regarding animal related issues (animal welfare, barking dogs, dangerous animals, lost pets, etc.);
- 3) Sheltering cats and dogs impounded under Animal Control Bylaw No. 7860;
- 4) Safe return of any at large licensed pet;
- 5) Operating OLRAs for dogs;
- 6) Operating the SSNP; and
- 7) Operating in partnership with The StarPhoenix, the My Pet Matters program which offers discounts from various partnering vendors (for pet owners) as a benefit of licensing their pet.

Overall, the collection of licensing fees peaked in 2011 as shown in the following table:

Licensing Year	Budget	Licensing Revenue	Variance	Cat Licenses Purchased	Dog Licenses Purchased
2009	\$537,000.00	\$504,452.10	(\$32,547.90)	N/A	N/A
2010	\$625,000.00	\$626,214.00	\$11,214.00	N/A	N/A
2011	\$673,210.00	\$660,231.00	(\$12,979.00)	7,760	17,637
2012	\$673,210.00	\$589,287.88	(\$83,922.12)	6,703	16,753
2013 (Projected)	\$673,200.00	\$582,000.00	(\$91,200.00)	*3,334	*9,283

\* Figures as of August 29, 2013

This revenue peak was a result of a large marketing campaign that targeted home visits where it was known that pets had not been licensed by the owner. However, the capacity to follow up with home visits was not feasible; therefore, a decrease in revenue

from pet licensing in 2012 occurred. The forecast for 2013 is expected to be similar to 2012 values.

With the assistance of the Marketing Section, Community Services Department, a full marketing strategy is being developed and will roll out in 2014. The strategy is to promote the benefits of licensing as opposed to the legal or "it is the law" style of campaign. In addition to the complete marketing strategy, an initial campaign in 2013 is being developed and could be ready as early as November 2013. Based on the decrease in revenue from licensing fees over the past two years, it is imperative that the City continue to enhance the animal services program prior to increasing the fees as confirmed through the research provided by Insightrix Research Inc.

The City currently operates OLRA for dogs. Based on the costs directly associated with operating an OLRA (turf maintenance, parking lot maintenance, snow removal, and emptying garbage receptacles) these costs are covered through fees for service. Because a similar program is not available for cats at this time, the disparity in licensing fees exists. Currently, there is no development plan being targeted to increase cat programming or cat licensing fees.

#### Subsidized Spay Neuter Program (SSNP)

The SSNP is an initiative between the City, the Saskatoon Academy of Veterinary Practitioners, and the Western College of Veterinary Medicine who joined forces to address the issue of numerous unwanted cats and dogs in Saskatoon. Discounted veterinary services in the range of \$150 to \$350 per animal are available to assist low income pet owners who could not otherwise afford to have their pets spayed or neutered. In total, approximately 850 cats and dogs were processed through SSNP since its inception in 2009. The yearly expenditures for the SSNP are outlined in the following table:

SSNP Year	Total Expenditures	Budget
2009 (Initial Program Year)	\$36,974.06	\$48,600
2010	\$28,432.64	\$48,600
2011	\$42,801.05	\$48,600
2012	\$32,672.00	\$48,600
2013 (Projected Total)	*\$31,000.00	\$48,600

\* Projected total

The total SSNP expenditures in 2012 were under budget, and the projections for 2013 are estimated to be similar to 2012. The Administration has not spent any money on advertising for this program in 2013 due to the development of a Marketing Plan. With the assistance of the Marketing Section, Community Services Department, a marketing plan is being developed to roll out in 2014 that will include a promotional strategy for the SSNP. In addition to the 2014 roll out, an initial phase is in development and may be ready for release as early as November 2013. It is the goal of the Administration to increase awareness and uptake of the program in 2014 with the implementation of the marketing plan.

### OLRA Service Level Changes

For 2013, the Administration utilized the conclusions brought forward by Inshtrix Research Inc., and determined the best course of action was to enhance the base-level services within the OLRAs requiring attention. In 2013, enhancements have been made in garbage collection services and turf maintenance. Base removal of waste from the receptacles is now completed twice per week for May to October, and once per week during the remainder of the year. Ground maintenance which includes cutting turf adjacent to the pathway occurred twice per year prior to 2013 with mowing at the start of the season and a second mowing halfway through the summer. In 2013, the Leisure Services Branch and Parks Branch have increased the mowing rate to once every three to four weeks. This change in base service has improved the walkability of pathway networks in OLRAs.

In 2014, the Leisure Services Branch will continue to enhance the current base-level services that OLRAs receive. These areas include signage, waste receptacle upgrades, and a waste bag program (see Attachment 2).

### FINANCIAL IMPLICATIONS

There are no financial implications at this time.

### PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

Stakeholder involvement will begin with local area user groups. Meetings will be established with each defined OLRA location to discuss operation requirements, including possible improvements that can be implemented over the next five years. Currently, the Administration is developing a plan for funding of capital investments that can enhance existing OLRAs within the city. The Administration will provide final approval of all projects with relation to budget, and achieving the goal of enhancing base-level services.

### COMMUNICATION PLAN

Currently, the Administration is developing a marketing plan. Any identified campaign for programs and services will correlate with a marketing strategy for the public. At this time no information is available for specific communication strategies that will be implemented.

### DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION

The Administration will continue to meet with the Saskatoon SPCA and SACA to formalize a new contract agreement that would take effect May 1, 2014. A report to City Council will be forwarded in April 2014 for approval.

An information report regarding the procedure for barking (howling) complaints will be brought forward to the Administration and Finance Committee in October 2013.

**PRIVACY IMPACT**

There are no privacy implications.

**SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

Any OLRA development within the city includes a CPTED review prior to construction.

**PUBLIC NOTICE**

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

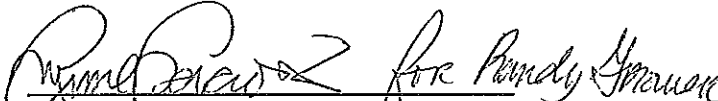
**ATTACHMENTS**

1. Inshtrix Research Inc. – Conclusions
2. OLRA Potential Enhancement Programs

Written by: Mark Campbell, Open Space Consultant

Reviewed by: Cary Humphrey, Manager  
Leisure Services Branch

Approved by:

  
Randy Grauer, General Manager  
Community Services Department  
Dated: September 20/2013

**City of Saskatoon  
Off-Leash Recreation Area Study  
January 2012**

## CONCLUSIONS

- **Education:** Knowledge of City bylaws is high in some areas but notably weak in others. Specific areas to focus on include on-leash requirements in city parks and parking lots of OLRAs, cleaning up after dogs in OLRAs and greater clarity as to where dogs are allowed and not allowed in Kiwanis Memorial Park and Kinsmen Park.
- Although not directly asked, awareness of existing OLRAs within the City may not be completely widespread. An awareness campaign, combined with the educational messages noted above may help divert off-leash activities in other areas of the city and increase patronage at OLRAs.
- Although there is a small sample size in this study, based on the results, a strategy of offering more OLRAs with basic services is supported over the building of fewer OLRAs with more amenities at each. This is confirmed in both the strategic question asked of respondents and through lower importance ratings noted for several potential amenities that could be offered at OLRAs. Having said this, satisfaction with the current level of service offered at OLRAs is weak for many base-level services. It is strongly recommended that programs and initiatives be established or enhanced to offer an improved experience at existing locations before resources are deployed to the building of new OLRAs; in particular: prevalence of garbage cans, regular emptying of garbage cans, signage and cutting of trails periodically.
- Results indicate that dog owners place minimal importance on the building of paved, woodchip or crusher dust pathways. Investment in other areas is recommended before the City considers developing these types of pathways in OLRAs.
- As to be expected, any licensing fee increases to support OLRA activities will be greeted more warmly among users of the sites. Some static among non-users is anticipated if increased fees are implemented.
- Further research opportunities exist to provide additional insights on dog owners within the city. Such options could include focus groups to flesh out satisfaction and amenity needs in OLRAs, input on new OLRA locations, trending knowledge levels of canine bylaws and/or a census-style study to estimate the population of dogs within the city by breed, size, etc.

## Off-Leash Recreation Area (OLRA) Potential Enhancement Programs

1. Signage - improving way-finding signage to and at each OLRA, in addition to the site specific rules signage at each OLRA has been identified as an area of improvement for our base-level service.
  - The next step for signage is to incur a full review for way-finding signage within the OLRA, and park designation signage upon arrival. The Administration in conjunction with the Marketing Section, Community Services Department, is coordinating the review and will develop an implementation strategy for all OLRA's.
  - The timelines for this project include a full review in 2014. Based on the outcomes of this review, an implementation strategy would be put forth for 2015.
2. Waste Receptacle Upgrades – the recently opened south west OLRA was installed with a “Belle Isle Series” receptacle. The remaining OLRA's have a metal ridged receptacle that have an open top that creates difficulties in emptying during the winter season. During changes in temperature, these metal garbage receptacles will have the garbage bags freeze to the can making removal of the container bag nearly impossible. In addition, the condition and appearance of the receptacles create a poor image of the importance that the OLRA has for a City program.
  - The next step for this program is to continue discussions with the Meewasin Valley Authority (MVA). The MVA is interested in seeing enhancements made within the OLRA's that encompass the Meewasin Trail to ensure that trail amenities are consistent with the remainder of the trail.
  - Based on cost breakdowns, the Administration will work to enhance the remaining sites with similar products to the south west OLRA.
  - The timeline for completion of this enhancement is a review in 2013, and implementation in 2014.
3. Waste Bag Program – by providing users with bags at each OLRA, the goal is to reduce the amount of debris that is left behind by those good intentioned individuals that tie plastic bags on to the fences for other users to use. Additionally, the perception that people do not have to pick up their dogs feces because it is an OLRA will be diminished with the sight of Dog Waste Bag Dispensers.
  - The next step for this program is to complete an operational review of duties, and costs associated with implementing a Waste Bag Program at each of the OLRA's.
  - The timeline for this enhancement is a review in 2014, and implementation in 2014 to 2015.

His Worship the Mayor and City Council  
The City of Saskatoon

**REPORT**

of the

**LAND BANK COMMITTEE**

Composition of Committee

Councillor P. Lorje, Chair  
Councillor D. Hill  
Councillor R. Donauer  
Councillor T. Davies  
Councillor Z. Jeffries

- 1. Quarterly Report – Builder and Development Lot Supply – August 2013  
(File No. CK. 4110-1)**
- 

**RECOMMENDATION:** that the information be received.

Attached is a report of the General Manager, Community Services Department dated August 14, 2013, providing information on builder and developer inventory levels for residential and industrial land in the city.

Your Committee has reviewed the report with the Administration and is forwarding the report to City Council as information.

**2. Request to Sell City-Owned Property – Pricing on  
Ten Multi-family Parcels in the Evergreen Neighbourhood  
(File No. CK. 4215-1 and 4110-41)**

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- RECOMMENDATION:**
- 1) that the Land Bank Manager be authorized to sell Parcels S, X, T and Z, Plan to be registered on Rajput Way; Parcels U, W, and AA, Plan to be registered on Maningas Bend; Parcels BB and CC, Plan to be registered on Manek Road; and Parcel DD, Plan No. 102132447 on Evergreen Boulevard (addresses to be assigned) to the highest bidder through a public tender process with reserve bids;
  - 2) that any of the parcels which are not sold through the tender process be placed for sale over-the-counter on a first-come, first-served basis;
  - 3) that the City Solicitor be requested to prepare the sale agreements and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal; and
  - 4) that the Land Bank Manager be authorized to make minor adjustments to the approved pricing that may be necessary to account for changes in servicing costs and for returned lots.

Attached is a report of the General Manager, Community Services Department dated August 27, 2013, requesting approval to price and sell ten multi-family parcels in the Evergreen Neighbourhood by public tender.

Your Committee has reviewed this matter with the Administration and supports the above recommendations.



**3. Request to Sell City-Owned Property – 287 Lots  
in the Evergreen Neighbourhood (Phase 7)  
(File No. 4215-1 and 4110-41)**

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- RECOMMENDATION:**
- 1) that the Land Bank Manager be authorized to sell 287 lots with legal description of: Plan 102048139, Block 612, Lot 1; Plan 102064294, Block 645, Lots 1 to 25; Plan 102070088, Block 646, Lots 5 to 12, Block 647, Lots 8 to 10; Plan 102077894, Block 629, Lots 32 to 34 Block 630, Lots 10 to 16; Plan 102107562, Block 640, Lots 27 and 46, Block 641, Lots 7 and 9, Block 644, Lot 18; Plan to Be Registered, Block 658, Lots 1 to 38, Block 659, Lots 1 to 17, Block 660, Lots 1 to 38, Block 661, Lots 1 to 16; Plan 102132447, Block 658, Lots 39 to 73, Block 662, Lots 1 to 33, Block 663, Lots 1 to 10; Plan to Be Registered, Block 664, Lots 1 to 31, Block 665, Lots 1 to 9, Block 667, Lots 1 to 8 on Glacial Shores Manor, Bend, Bay, Court and Cove, Arscott Crescent and Street, Manek Road, Johns Road, Wyant Lane, Mahabir Crescent and Way, Atton Lane, Kloppenburg Terrace and Evergreen Boulevard in the Evergreen neighbourhood;
  - 2) that any of the lots which are not sold through the lot draw process be placed for sale over-the-counter on a first-come, first-served basis;
  - 3) that the Land Bank Manager be authorized to administer development controls for 235 lots in accordance with the criteria outlined in the report of the General Manager, Community Services Department dated August 27, 2013; and
  - 4) that the Land Bank Manager be authorized to make minor adjustments to the approved pricing that may be necessary to account for changes in servicing costs and lots being returned after lot draws.

Attached is a report of the General Manager, Community Services Department dated August 27, 2013, requesting approval to price and sell 287 single-family lots in the Evergreen Neighbourhood (Phase 7) by lot draw, and to administer development controls for 235 of these lots.

Your Committee has reviewed the report with the Administration and is supporting the above recommendations.

**4. Request to Sell City-Owned Property in the Kensington Neighbourhood (Phase 2)**  
**(File No. 4215-1 and 4110-44)**

- RECOMMENDATION:**
- 1) that the Land Bank Manager be authorized to sell 176 lots (Lots 32 to 62, Block 103; Lots 1 to 14, Block 104; Lots 1 to 14, Block 105; Lots 1 to 37, Block 106; Lots 1 to 7, Block 107; Lots 1 to 15, Block 108; Lots 1 to 26, Block 109; Lots 2 to 21, Block 111; Lots 1 to 12, Block 112; all Plan Numbers to be registered) on Bentley Court, Bentley Lane, Bentley Manor, Kensington Road and Stromberg Court in the Kensington neighbourhood through a lot draw process;
  - 2) that the Land Bank Manager be authorized to re-price and sell 17 lots (Lots 9 and 15, Block 100, Plan No. 102108451; Lot 17, Block 101, Plan No. 102108451, Lots 1 to 7 and 11 to 15, Block 102, Plan No. 102108451; Lots 30 and 75, Block 103, Plan No. 102108451;) on 33<sup>rd</sup> Street West and Steeves Avenue in the Kensington neighbourhood through a lot draw process;
  - 3) that lots which are not sold through the lot draw process be placed for sale over-the-counter on a first-come, first-served basis;
  - 4) that the Land Bank Manager be authorized to sell Lot 31, Block 103 and Lot 1, Block 111 to the highest bidder through a tender process for the intended use of developing Type 2 Residential Care Homes, Child Care Centres or Pre-Schools with tender conditions and reserve bid prices plus applicable taxes;
  - 5) that the City Solicitor be requested to prepare the Agreements for Sale and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal;

- 6) that any of the pre-designated Type 2 Residential Care Home, Child Care Centre or Pre-School lots which are not sold through the public tender process be placed for sale over-the-counter on a first-come, first-served basis for the same intended purpose for a period of one year with conditions specified in the Agreement for Sale;
- 7) that any of the pre-designated Type 2 Residential Care Home, Child Care Centre or Pre-School lots remaining in inventory after a period of one year be made available for sale over-the-counter on a first-come, first-served basis for one of the permitted uses within the R1A zoning district;
- 8) that the Land Bank Manager be authorized to administer development controls for 178 lots; and
- 9) that the Land Bank Manager be authorized to make minor adjustments to the approved pricing that may be necessary to account for changes in servicing costs and lots being returned after lot draws.

Attached is a report of the General Manager, Community Services Department dated August 27, 2013, requesting approval to sell and administer development controls for 176 single-family lots, to re-price and sell 17 single-family lots, and to price and sell two pre-designated Type 2 Residential Care Home, Child Care Centre or Pre-School lots in Phase 2 of the Kensington neighbourhood through a tender process.

Your Committee has reviewed the report with the Administration and supports the above recommendations.

Respectfully submitted,

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Councillor P. Lorje, Chair

4110-1  
**RECEIVED** 7.  
SEP 09 2013  
CITY CLERK'S OFFICE  
SASKATOON

**TO:** Secretary, Land Bank Committee  
**FROM:** General Manager, Community Services Department  
**DATE:** August 14, 2013  
**SUBJECT:** Quarterly Report - Builder and Developer Lot Supply – August 2013  
**FILE NO:** LA 4138-4

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**RECOMMENDATION:** that a copy of this report be forwarded to City Council for information.

**TOPIC AND PURPOSE**

This report provides information on builder and developer inventory levels for residential and industrial land in the City of Saskatoon.

**REPORT HIGHLIGHTS**

1. Land developers in Saskatoon have 131 residential lots in inventory. There is a healthy builder inventory of 979 residential lots;
2. Land developers and builders have approximately 118 acres of multi-family land in inventory, which can potentially accommodate 3,300 multi-family dwelling units;
3. Land developers in Saskatoon are projected to service and release to the market 1,871 single-family residential lots in 2013. This projection assumes optimal weather conditions and strong contractor performance; and
4. There is a healthy supply of vacant industrial land held by recent purchasers.

**STRATEGIC GOALS**

This report supports the City of Saskatoon's Strategic Goal of Economic Diversity and Prosperity. Measuring serviced land supply on an ongoing basis ensures sufficient inventories are available to accommodate new employment and housing growth in Saskatoon's economy. The land development industry is a significant part of the supply chain to facilitate economic growth, as well as an integral part of the demand side for economic growth. It responds to the needs of a variety of customers in the housing, commercial, institutional and industrial sectors.

**BACKGROUND**

The Land Bank Committee, at its meeting held on March 18, 2011, resolved, in part:

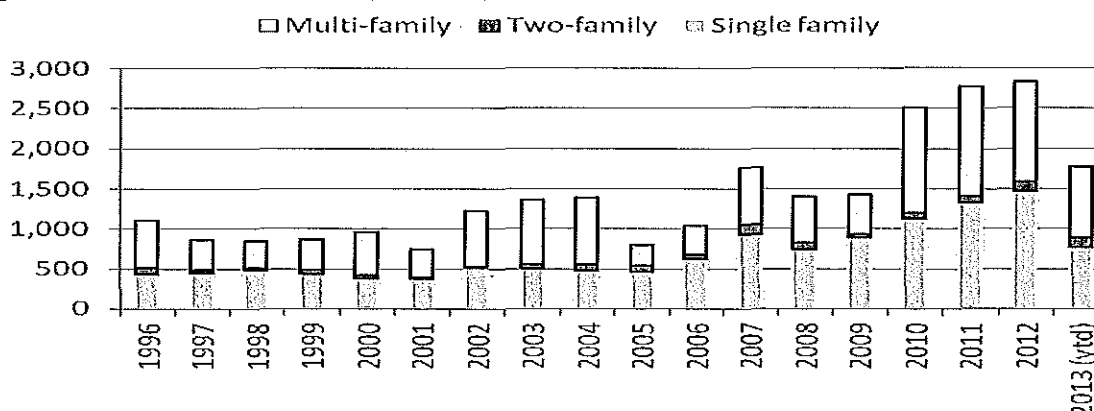
“that the Administration be requested to provide a quarterly update on the Builder and Developer Inventory report.”

## REPORT

This report identifies single-family and multi-family inventory held by homebuilders and land developers, as well as projected single-family lot availability by neighbourhood, for 2013 from major land developers in Saskatoon. In addition, this report also identifies industrial inventory held by the Land Branch and recent purchasers of industrial land in the City's industrial growth areas.

Figure 1 identifies historic new single-family, two-family and multi-family dwellings units per year from 1996 to August 14, 2013.

Figure 1: New Dwelling Units by Building Classification in Saskatoon, 1996 to August 14, 2013



Source: City of Saskatoon, Building Standards Branch, Monthly Building Permit Report

### Single-Family Inventory

Table 1 (below) identifies single-family lot inventory held by homebuilders and land developers as of August 14, 2013. With the exception of eight lots in the Kensington and Evergreen neighbourhoods, all lots held by developers are ready for home construction and are available for immediate purchase.

Table 1: Single-Family Inventory, August 14, 2013

<i>Neighbourhood</i>	<i>Builder Inventory</i>	<i>Developer Inventory</i>		<i>Totals</i>
		<i>City</i>	<i>Private</i>	
Stonebridge	236	0	3	239
Hampton Village	123	5	1	129
Evergreen	339	5	0	344
Rosewood	166	42	72	280
Willowgrove	11	0	0	11
Willows	8	0	0	8
Briarwood	2	0	4	6
Kensington	86	4	0	90
Arbor Creek	8	0	0	8
<b>Totals</b>	<b>979</b>	<b>56</b>	<b>80</b>	<b>1,115</b>

Table 2 identifies the new single-family lot availability projected for 2013.

Table 2: Residential Lot Availability, 2013

Neighbourhood	City		Dundee		Other Developers		Totals	
	April-June	July-December	April-June	July-December	April-June	July-December	April-June	July-December
Stonebridge	0	0	0	385	0	0	0	385
Rosewood	0	0	0	0	110	69	110	69
Evergreen	118	549	0	0	0	0	118	549
Kensington	93	191	0	268	0	88	93	547
<b>Totals</b>	<b>211</b>	<b>740</b>	<b>0</b>	<b>653</b>	<b>110</b>	<b>157</b>	<b>321</b>	<b>1,550</b>
								<b>1,871</b>

The Land Branch anticipates holding one lot draw in fall 2013, which includes 195 lots in the Kensington neighbourhood and 549 lots in the Evergreen neighbourhood resulting in a total of 744 lots. Depending upon servicing completion, 314 lots may be held back in the Evergreen neighbourhood and sold in a lot draw in early 2014.

The Monthly Building Permit Report indicates that as of August 14, 2013, there have been building permits taken out for 777 single-family dwelling units and 114 two-family dwelling units. By comparison, at the same time in 2012, building permits for 1,092 single-family dwelling units and 84 two-family dwelling units had been issued. Year over year, this is a decrease of approximately 24 percent in new single-family dwelling units and two-family dwelling units in the City.

The Land Branch began producing a quarterly builder and developer inventory report in 2011. Figure 2 shows the single family inventory levels held by builders and developers since 2011.

Figure 2: Single Family Builder and Developer Inventory Levels, 2011 to Current

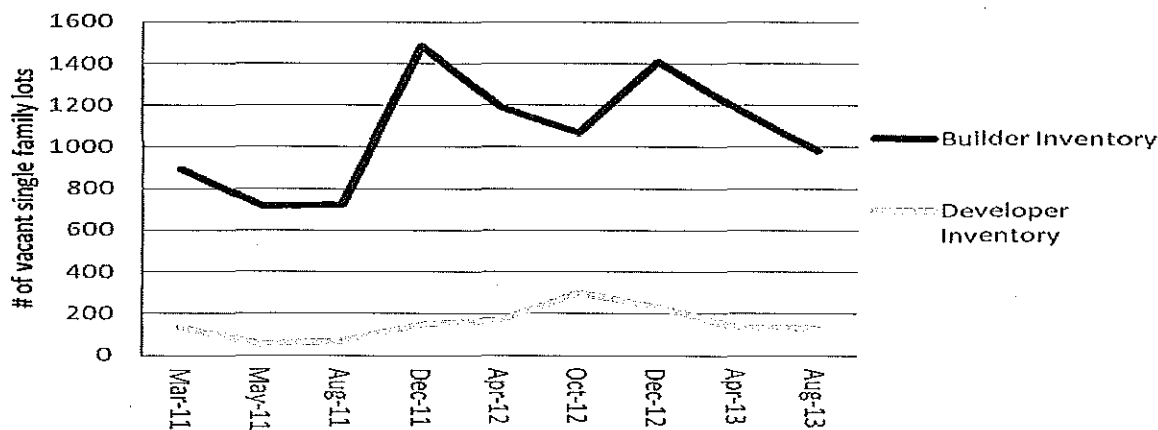


Figure 2 indicates that while developer inventory levels have remained low for the past two years, there has been a healthy supply of single-family lots held by builders. Builder inventory can act as a buffer in situations of low developer inventory, as developers continue to service land to meet demands brought about by high population growth rates.

## Multi-Family Inventory

Table 3 identifies the multi-family inventory held by homebuilders and land developers as of August 14, 2013.

Table 3: Multi-family Inventory, April 22, 2013

Neighbourhood	Builder inventory		Developer inventory				Totals	
	Acres	Possible dwelling units	City		Private		Acres	Possible dwelling units
			Acres	Possible dwelling units	Acres	Possible dwelling units		
Stonebridge	23.14	866	0	0	13.25	274	36.39	1,140
Willowgrove	7.06	128	0	0	0	0	7.06	128
Hampton Village	7.58	114	1.14	46	0	0	8.72	160
Blairmore Suburban Centre	5.73	343	0	0	0	0	5.73	343
Lakewood Suburban Centre	7.12	364	0	0	0	0	7.12	364
Rosewood	12.10	332	0	0	8.1	122	20.20	454
Evergreen	23.15	535	9.95	149	0	0	33.10	684
<b>Totals</b>	<b>85.88</b>	<b>2,682</b>	<b>11.09</b>	<b>195</b>	<b>21.35</b>	<b>396</b>	<b>118.32</b>	<b>3,273</b>

Note: The average density of development indicated in the above table is approximately 29 units per acre. This ranges from 15 units per acre for most group townhouse sites to 40 units per acre for three-storey buildings to 60 units per acre for M3 lands in the Blairmore Suburban Centre and Stonebridge.

According to the Monthly Building Permit Report, as of August 14, 2013, building permits were taken out for a total of 884 multi-family units, which also equals the 2012 year to date number of multi-family units.

Figure 3 shows multi-family inventory levels held by builders and developers since 2011.

Figure 3: Multi-Family Dwelling-Unit Builder and Developer Inventory Levels, 2011 to Current

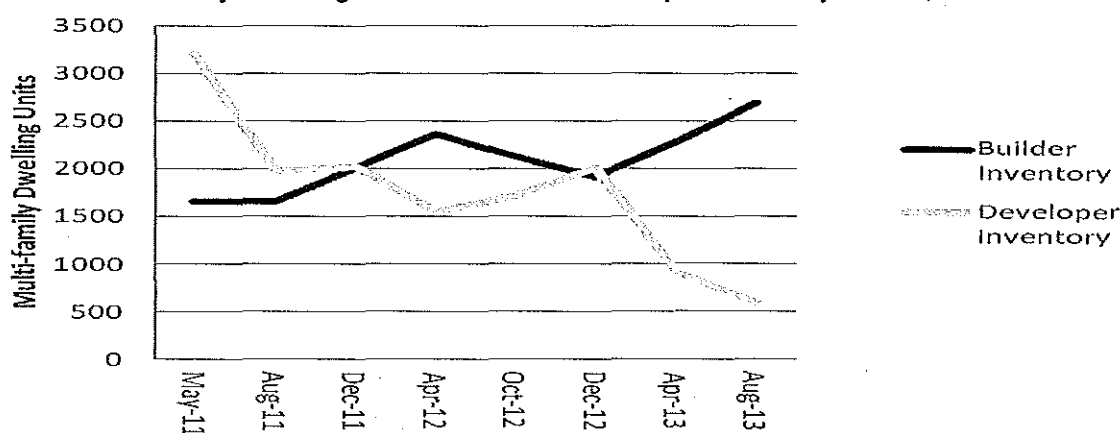


Figure 3 indicates that while multi-family builder inventory levels have remained relatively constant, there has been a sharp decline in the multi-family inventory levels held by developers. The downward trend is largely due to the following reasons:

- a high multi-family absorption rate in 2010 and 2011, following a brief contraction in 2009;
- tendering of several low to medium density multi-family parcels in the Evergreen neighbourhood in 2011; and

- rezoning of a large 15 acre parcel in the Stonebridge neighbourhood, from a zoning district zoned for high density residential use, to a commercial zoning designation.

Multi-family developer inventory levels are projected to increase to 2011 levels once the Evergreen neighbourhood is fully serviced.

### Industrial Land Inventory

Table 4 identifies industrial land inventory held by the Land Branch and vacant industrial land holdings held by recent purchasers in the Marquis Industrial and Southwest Industrial areas (as of August 1, 2013).

Table 4: Industrial Inventory, August 1, 2013

Neighbourhood		Vacant Sites (Sold)		Vacant Sites (Optioned)		Unsold Sites (Inventory)		Total
		IL	IH	IL	IH	IL	IH	
Marquis Industrial	No. of sites	38	32	0	2	1	8	81
	Area (ac)	84.45	64.4	0	3.0	1.06	17.01	169.92
Southwest Industrial	No. of sites	7	0	0	0	0	0	7
	Area (ac)	7.01	0	0	0	0	0	7.01
<b>Total No. of Vacant Sites</b>								<b>88</b>
<b>Total Area (ac)</b>								<b>176.93</b>

IL denotes Light Industrial Zoning District, IH denotes Heavy Industrial Zoning District

As indicated in Table 4, while the Land Branch currently has minimal industrial land in inventory, there is a healthy supply of vacant industrial land held by recent purchasers. In addition, the Land Branch anticipates tendering approximately 100 acres of industrial land in late 2013.

### OPTIONS

There are no options.

### POLICY IMPLICATIONS

There are no policy implications.

### FINANCIAL IMPLICATIONS

There is no financial impact.

### ENVIRONMENTAL IMPLICATIONS

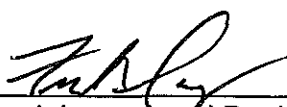
There are no environmental implications and/or greenhouse gas implications.


### PUBLIC NOTICE

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



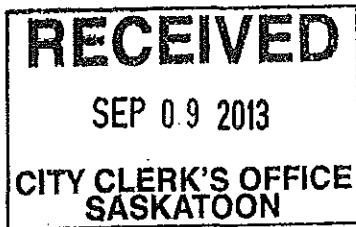
Written by: Matt Grazier, Planner 16

Reviewed by:   
Frank Long, Land Bank Manager  
Dated: August 28<sup>th</sup> 2013

Approved by:   
Randy Grauer, General Manager  
Community Services Department  
Dated: September 4, 2013

cc: Murray Totland, City Manager

Builder\_Developer\_Inventory Report\_Aug 15 2013.doc



4215-1  
x 4-110 - 4-2

**TO:** Secretary, Land Bank Committee  
**FROM:** General Manager, Community Services Department  
**DATE:** August 27, 2013  
**SUBJECT:** Request to Sell City-Owned Property – Pricing on Ten Multi-family  
Parcels in the Evergreen Neighbourhood  
**FILE NO:** LA.4217-013-006

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**RECOMMENDATION:** that a report be submitted to City Council recommending:

- 1) that the Land Bank Manager be authorized to sell Parcels S, X, T and Z, Plan to be registered on Rajput Way; Parcels U, W, and AA, Plan to be registered on Maningas Bend; Parcels BB and CC, Plan to be registered on Manek Road; and Parcel DD, Plan No. 102132447 on Evergreen Boulevard (addresses to be assigned) to the highest bidder through a public tender process with reserve bids;
- 2) that any of the parcels which are not sold through the tender process be placed for sale over-the-counter on a first-come, first-served basis;
- 3) that the City Solicitor be requested to prepare the sale agreements and that his Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal; and
- 4) that the Land Bank Manager be authorized to make minor adjustments to the approved pricing that may be necessary to account for changes in servicing costs and for returned lots.

**TOPIC AND PURPOSE**

The purpose of this report is to obtain approval to price and sell ten multi-family parcels by public tender.

**REPORT HIGHLIGHTS**

1. Reserve bid prices for five group townhouse parcels, four street townhouse parcels, and one apartment style housing parcel has been determined using a comparable analysis of pricing for similar parcels in the Saskatoon market, and the unique site and situational characteristics of each parcel. Reserve bid prices range from \$978,000 to \$2,991,500.

2. A number of development controls are being proposed in order to create character within the neighbourhood, to help fulfil the vision of the neighbourhood design, and to harmonize the interface between various housing forms.

### **STRATEGIC GOAL(S)**

The sale of these parcels supports the City of Saskatoon's Strategic Goal of Asset and Financial Sustainability by increasing revenue sources and reducing reliance on residential property taxes, and by providing revenue to fund new capital expenditures, including core services such as fire halls, roadways, and underground services.

### **BACKGROUND**

The Land Branch is requesting approval to price, sell and administer development controls for ten multi-family parcels.

Attachment 1 indicates the location of the ten parcels within the context of the entire Evergreen Neighbourhood.

Attachment 2 indicates, within the blue dashed border, the location of the ten parcels being priced at this time:

These parcels in Evergreen are being priced at this time and are intended to be tendered in late fall. The completion of servicing for these parcels is expected in late fall of this year. Grading is completed and all deep underground services have been installed. Roadways, curbs and sidewalks are scheduled to be completed late fall of this year.

### **REPORT**

#### **Parcel Pricing**

Reserve bid prices for these sites had been determined using a comparable analysis of pricing for similar group townhouse parcels in the Saskatoon market, and the unique site and situational characteristics of each parcel. The recommended pricing for these sites is as follows:

#### **Group Townhouse Parcels S, X, BB, CC and DD**

Parcel S	(3.188 acres)	\$910,000/acre	Reserve Bid: \$2,901,500
Parcel X	(3.287 acres)	\$910,000/acre	Reserve Bid: \$2,991,500
Parcel BB	(1.557 acres)	\$880,000/acre	Reserve Bid: \$1,370,500
Parcel CC	(1.137 acres)	\$860,000/acre	Reserve Bid: \$ 978,000
Parcel DD	(1.710 acres)	\$860,000/acre	Reserve Bid: \$1,471,000

Street Townhouse Parcels T, U, Z and W

Parcel T	(141.0 linear metres)	\$10,800/linear metre	Reserve Bid: \$1,523,000
Parcel U	(141.0 linear metres)	\$10,800/linear metre	Reserve Bid: \$1,523,000
Parcel Z	(140.768 linear metres)	\$10,800/linear metre	Reserve Bid: \$1,520,500
Parcel W	(103.536 linear metres)	\$10,800/linear metre	Reserve Bid: \$1,118,500

Apartment Style Housing

Parcel AA	(2.298 acres)	\$925,000/acre	Reserve Bid: \$2,125,500
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Multi-family Development Controls

As with all multi-unit dwelling sites within the Evergreen neighbourhood, these sites will be subject to an architectural review process based on the document, Architectural Controls for Multi-family Dwelling Districts.

Group TownhouseParcels S, X and BB

- 1) A minimum of 50 percent of the dwelling units must be 1000 square feet or greater;
- 2) No dwelling units shall be constructed with an above-grade floor area (excluding attached decks, patios and garages) less than 750 square feet;
- 4) A minimum of 50 percent of the dwelling units must be constructed with a minimum single-wide garage. The garage must be constructed at the same time the dwelling is built.

Parcels CC and DD

- 1) The development shall consist of ground-oriented housing units only. No dwelling units shall be located above or below another;
- 2) All buildings shall have a maximum of two storeys in elevation;
- 3) No dwelling units shall be constructed with an above-grade floor area (excluding attached decks, patios and garages) less than 1000 square feet;
- 4) The rear yard setback shall be a minimum of 7.5 metres where the site is directly adjacent to single-family development without a lane in-between; and
- 5) All dwelling units must be constructed with a minimum single-wide garage. The garage must be constructed at the same time the dwelling is built.

Street Townhouse  
Parcels T, U, W and Z

- 1) No dwelling units shall be constructed with an above-grade floor area (excluding attached decks, patios and garages) less than 1,000 square feet;
- 2) All dwelling units must be constructed with a minimum single-wide garage. The garage must be constructed at the same time as the dwelling is built;
- 3) Parking shall not be permitted in the front yard and no vehicle access to the site shall be permitted from the front street;
- 4) There shall not be more than six dwelling units side-by-side along any one building elevation; and
- 5) Brick, stone or manufactured stone, requiring a masonry application, will be required on the front elevation of all buildings. The masonry application on each building must be the equivalent of a minimum of 100 square feet in area per unit. Where the masonry application meets a building corner, it must be returned 24 inches around the corner.

Apartment Style Housing  
Parcel AA

- 1) The development shall consist of apartment style housing units with a common entrance only; and
- 2) All buildings shall be three storeys in elevation.

**OPTIONS TO THE RECOMMENDATION**

The only option would be to not proceed with the sale of the land at this time.

**POLICY IMPLICATIONS**

There are no policy implications.

**FINANCIAL IMPLICATIONS**

The proceeds from the sale of this land will be deposited into the Evergreen Neighbourhood Land Development Fund.

**PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

These sites are consistent with the approved neighbourhood concept plan. No public and or/stakeholder involvement is required.

**COMMUNICATIONS PLAN**

Notice of the lot draw and public tender will be advertised in The StarPhoenix a minimum of two Saturdays prior to the draw and tender, pursuant to City Council Policy C09-006 Residential Lot Sales – General Policy, and will be posted on the City of Saskatoon Land

Branch website.

**DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

No additional follow-up is required.

**ENVIRONMENTAL IMPLICATION**

The Evergreen environmental incentives specific to covering administrative costs for registering projects as Energy Star or Leed certified, will apply to all multi-family townhouse parcels in this phase.

**SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

The subdivision and sale of these parcels is in conformance with the approved Evergreen Neighbourhood Concept Plan. A CPTED review is not required.

**PUBLIC NOTICE**


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

**ATTACHMENTS**

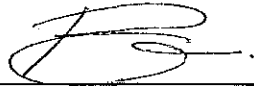
1. Plan of Evergreen
2. Evergreen Multi-family Site Sales Map

Written by: Danae Balogun, Planner 16


Reviewed by

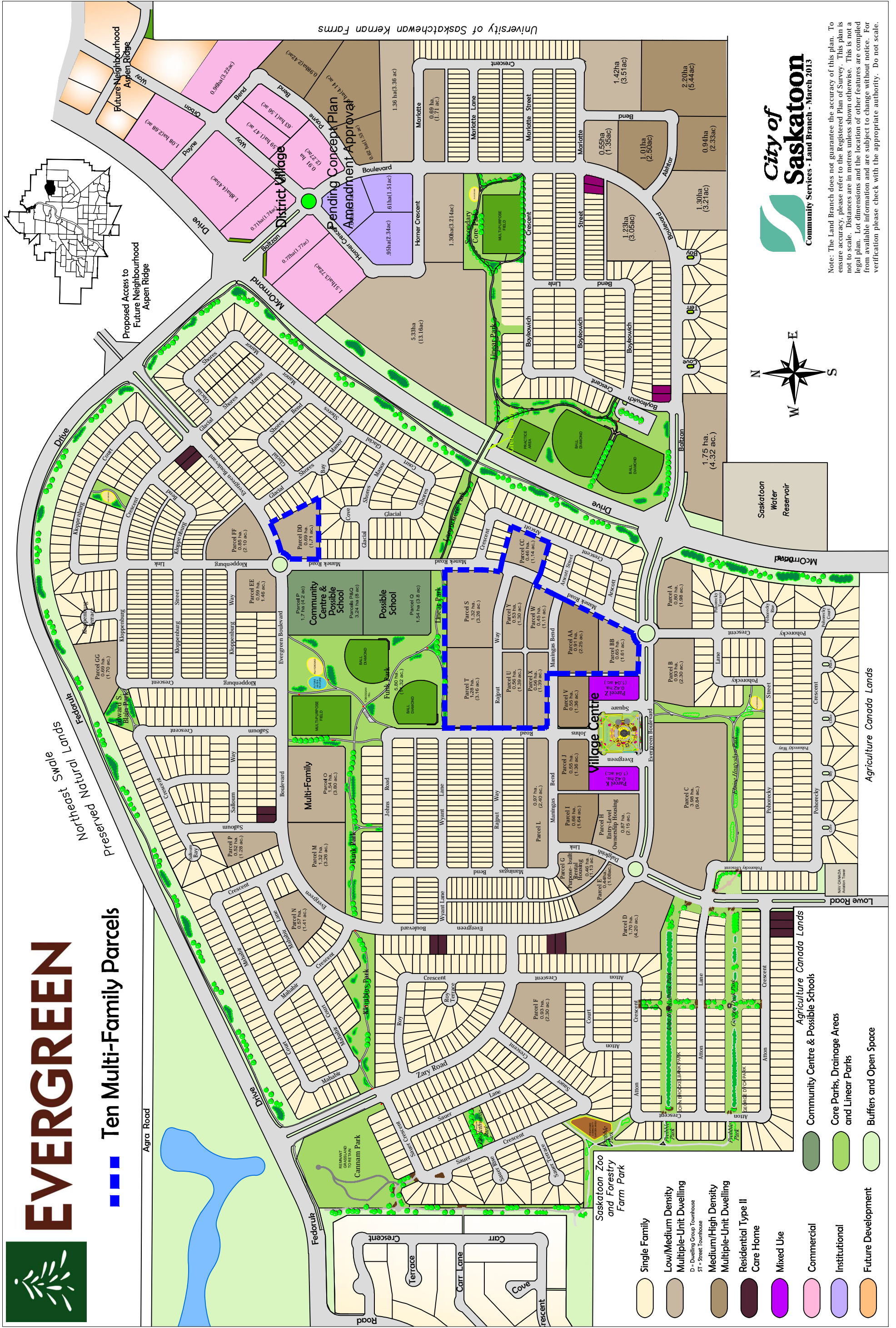
  
 Frank Long, Land Bank Manager  
 Dated: August 28, 2013

Approved by:

  
 Randy Grauer, General Manager  
 Community Services Department  
 Dated: August 29, 2013

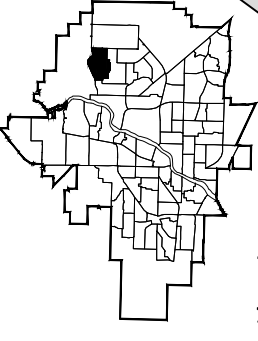
Approved by:

  
 Murray Totland, City Manager  
 Community Services Department  
 Dated: Sept. 8/13



# EVERGREEN

## Ten Multi-Family Parcels

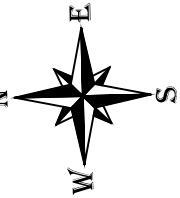


University of Saskatchewan Kernan Farms

Proposed Access to Future Neighbourhood Aspen Ridge

Pending Concept Plan Amendment Approval

University of Saskatchewan Kernan Farms



Note: The Land Branch does not guarantee the accuracy of this plan. To ensure accuracy, please refer to the Registered Plan of Survey. This plan is not to scale. Distances are in metres unless shown otherwise. This is not a legal plan. Lot dimensions and the location of other features are compiled from available information and are subject to change without notice. For verification please check with the appropriate authority. Do not scale.

- Single Family
- Low/Medium Density
- Multiple-Unit Dwelling
  - D = Dwelling Group Townhouse
  - ST = Street Townhouse
- Medium/High Density
- Multiple-Unit Dwelling
- Residential Type II
- Care Home
- Mixed Use
- Commercial
- Institutional
- Future Development

- Community Centre & Possible Schools
- Core Parks, Drainage Areas and Linear Parks
- Buffers and Open Space
- Agriculture Canada Lands

Agriculture Canada Lands

Saskatoon Zoo and Forestry Farm Park

John F. Rocker Park

Berkeley Park

Franklin Park

Knobles Park

Canham Park

Remains to be determined

Remains to be determined

Remains to be determined

Remains to be determined

Remains to be determined

Remains to be determined

Remains to be determined

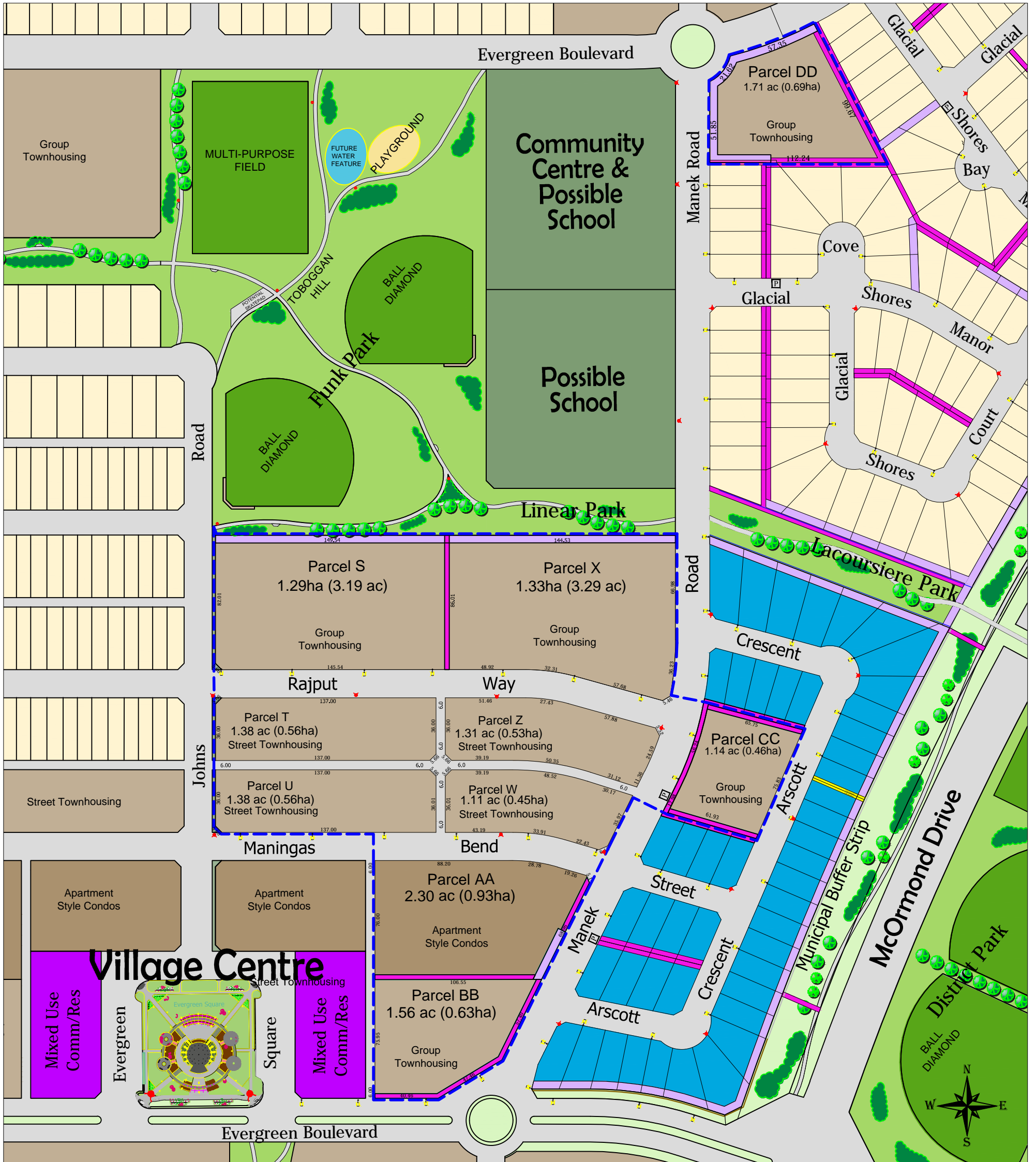
Remains to be determined



# EVERGREEN

## Multi Family Tender Map

Parcels: S, T, U, W, X, W, Z, AA, BB, CC & DD

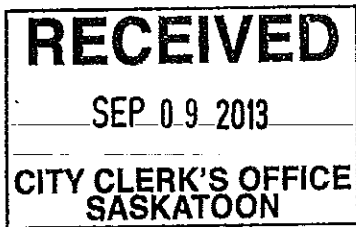


### Legend:

Single Family		Easement 5m		Transformer(2.0m x 2.0m)	
Lots with no roof slope req.		City Water & Sewer		Utility Pedestal (2.75m x 2.0m)	
Multi-Family Parcels Medium/High Density		Decorative Fence		Fire Hydrant	
Multi-Family Parcels Low/Medium Density		Masonry Fence		Mail Boxes	
Easement 1.5m		Chain Fence		Multi-family Parcels	
Easement 3m		Light Standard			

Note: The Land Branch does not guarantee the accuracy of this plan. To ensure accuracy, please refer to the Registered Plan of Survey. This plan is not to scale. Distances are in metres unless shown otherwise. This is not a legal plan. Lot dimensions and the location of other features are compiled from available information and are subject to change without notice. For verification please check with the appropriate authority. Do not scale.





4515-1  
x 4110-3

**TO:** Secretary, Land Bank Committee  
**FROM:** General Manager, Community Services Department  
**DATE:** August 27, 2013  
**SUBJECT:** Request to Sell City-Owned Property - 287 Lots in the Evergreen Neighbourhood (Phase 7)  
**FILE NO:** LA 4218-013-004

---

**RECOMMENDATION:** that a report be submitted to City Council recommending:

- 1) that the Land Bank Manager be authorized to sell 287 lots with legal description of: Plan 102048139, Block 612, Lot 1; Plan 102064294, Block 645, Lots 1 to 25; Plan 102070088, Block 646, Lots 5 to 12, Block 647, Lots 8 to 10; Plan 102077894, Block 629, Lots 32 to 34 Block 630, Lots 10 to 16; Plan 102107562, Block 640, Lots 27 and 46, Block 641, Lots 7 and 9, Block 644, Lot 18; Plan to Be Registered, Block 658, Lots 1 to 38, Block 659, Lots 1 to 17, Block 660, Lots 1 to 38, Block 661, Lots 1 to 16; Plan 102132447, Block 658, Lots 39 to 73, Block 662, Lots 1 to 33, Block 663, Lots 1 to 10; Plan to Be Registered, Block 664, Lots 1 to 31, Block 665, Lots 1 to 9, Block 667, Lots 1 to 8 on Glacial Shores Manor, Bend, Bay, Court and Cove, Arscott Crescent and Street, Manek Road, Johns Road, Wyant Lane, Mahabir Crescent and Way, Atton Lane, Kloppenburg Terrace and Evergreen Boulevard in the Evergreen neighbourhood;
- 2) that any of the lots which are not sold through the lot draw process be placed for sale over-the-counter on a first-come, first-served basis;
- 3) that the Land Bank Manager be authorized to administer development controls for 235 lots in accordance with the criteria outlined in this report; and
- 4) that the Land Bank Manager be authorized to make minor adjustments to the approved pricing that may be necessary to account for changes in servicing costs and lots being returned after lot draws.

## **TOPIC AND PURPOSE**

The purpose of this report is to obtain approval to price and sell 287 single-family lots by lot draw, and to administer development controls for 235 of these lots.

## **REPORT HIGHLIGHTS**

1. This will be the seventh lot draw in the Evergreen neighbourhood. Proposed prices in this draw range from \$93,400 to \$241,700.
2. Development controls for the 235 lots outlined in Attachment 1 are being proposed in this phase of development in order to create character within the neighbourhood, to help fulfil the vision of the neighbourhood design, and to harmonize the interface between various housing forms.
3. Development controls for the 47 lots outlined in Attachment 2 were previously approved by City Council. These lots were held back to accommodate the relocation of an existing 138 KV power line.
4. Development controls and pricing for the 5 lots outlined in Attachment 3 were previously approved by City Council. These lots are being re-priced to accommodate for increased servicing costs. City Council also approved Lot 46, Block 640 to be sold by Direct Sale. The Direct Sale for this lot did not proceed and, as such, the lot requires re-pricing.

## **STRATEGIC GOAL(S)**

The sale of these lots supports the City of Saskatoon's Strategic Goal of Asset and Financial Sustainability by increasing revenue sources and reducing reliance on residential property taxes, and by providing revenue to fund new capital expenditures, including core services such as fire halls, roadways, and underground services.

## **BACKGROUND**

The Land Branch is requesting approval to set prices and sell 287 single family lots by lot draw, as well as administer development controls on 235 lots. This will be the seventh lot draw in the Evergreen neighbourhood.

Attachment 1 indicates, within the blue dashed border, the location of 235 lots in the northeast corner of the Evergreen neighbourhood.

Attachment 2 indicates, within the blue dashed border, the location of 47 lots that were previously held back due to an existing 138 KV power line. SaskPower and the City of Saskatoon are in the process of facilitating the relocation of the power line to the east edge of Evergreen neighbourhood.

Attachment 3 indicates the location of 5 lots, outlined in a blue dashed border, that are returned lots from the previous lot draw. Lot 46, Block 640, outlined in red on Attachment 3, was originally approved to be sold as a direct sale. This direct sale did not proceed.

The 287 lots in Evergreen are being priced at this time and are intended to be sold in a late fall lot draw. Servicing for the lots identified in Attachment 2 and Attachment 3 is complete. The completion of servicing, for the lots identified in Attachment 1, is expected in late fall of this year. Grading is completed and all deep underground services have been installed. Roadways, curbs, sidewalks and shallow buried utilities are scheduled to be completed in late fall of this year.

## REPORT

### Lot Pricing

The lots in this phase of development will be the seventh grouping of lots in Evergreen offered to the market. They vary in size from a minimum frontage of 8.53 metres (28 feet) to a maximum of 19.46 metres (63.8 feet). The majority of the lots are between 12.82 metres (42 feet) and 15.85 metres (52 feet) wide.

There are a number of unique features in this phase of development including the following:

1. Sixty-seven lots back onto the municipal buffer along Fedoruk Drive and McOrmond Drive. These lots will back on to a landscaped sound attenuation earth berm and the rear yards of these lots will contain arterial fencing upgraded to black chain link.
2. Seven lots in Block 664, Lots 1 to 7, back onto the southeast entrance to the neighbourhood at the intersection of Evergreen Boulevard and McOrmond Drive. Seven Lots in Block 658, Lots 1 to 7, back onto the northeast entrance to the neighbourhood at the intersection of Evergreen Boulevard and Fedoruk Drive. These lots will contain rear yard masonry fencing.
3. Nineteen lots back onto the linear park. Fifteen of these lots back onto or flank the linear park that connects to the Green Bridge which is a landscaped pedestrian crossing over McOrmond Drive that connects the east portion of the neighbourhood to the west portion.

Lot prices have been determined based on an examination of current and expected lot prices for comparable properties and of the expected increase in the 2013 prepaid servicing rates. A base unit price of \$10,800 per front metre was used to calculate the lot prices. Adjustments were then made to the base prices, based on lot location and characteristics. A list of the individual lot prices is attached (see Attachment 6). The prices range from \$93,400 to \$241,700, with average lot price for this phase being \$159,000. If

the lots are not completely serviced at the time of lot selection they will be sold with a delayed possession date.

### Development Controls

A number of different development controls are being proposed in this phase of development in order to create character within the neighbourhood, to help fulfil the vision of the neighbourhood design, and to harmonize the interface between various housing forms. Development controls vary from one area to another due to lot sizes and location.

Development controls for the 47 lots outlined in Attachment 2 and the lot outlined in Attachment 3 were previously approved by City Council. The lots identified in Attachment 2 were held back to accommodate the relocation of an existing 138 KV power line. The lot outlined in red in Attachment 3 was originally to be sold as a direct sale. This direct sale did not proceed.

Attachment 4 outlines the development controls pertaining to the remaining 235 lots identified in Attachment 1.

### OPTIONS TO THE RECOMMENDATION

The only option would be to not proceed with the sale of the land at this time.

### POLICY IMPLICATIONS

There are no policy implications.

### FINANCIAL IMPLICATIONS

The proceeds from the sale of this land will be deposited into the Evergreen Neighbourhood Land Development Fund.

### PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

These sites are consistent with the approved neighbourhood concept plan. No public and or/stakeholder involvement is required.

### COMMUNICATIONS PLAN

Notice of the lot draw and public tender will be advertised in The StarPhoenix a minimum of two Saturdays prior to the draw and tender, pursuant to City Council Policy C09-006 Residential Lot Sales – General Policy, and will be posted on the City of Saskatoon Land Branch website.

### ENVIRONMENTAL IMPLICATION

The Evergreen environmental initiatives, approved by City Council on September 27, 2010, will apply to all single-family lots in this phase.

### SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

The subdivision and sale of these parcels is in conformance with the approved Evergreen Neighbourhood Concept Plan. A CPTED review is not required.

### PUBLIC NOTICE

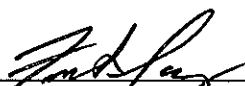
Public Notice, pursuant to Section 3 of the Public Notice Policy No. C01-021 is not required.

### ATTACHMENTS

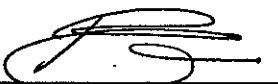
1. Plan of Evergreen showing 235 lots to be priced.
2. Plan of Evergreen showing 47 lots to be priced.
3. Plan of Evergreen showing 1 lot to be re-priced.
4. Development Controls to be applied to 235 Lots.
5. Evergreen Neighbourhood Map
6. List of 283 individual lot prices.

Written by: Danae Balogun, Planner 16

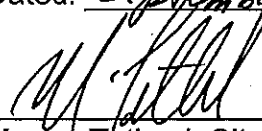
Reviewed by

  
 Frank Long, Land Bank Manager  
 Dated: August 28<sup>th</sup> 2013

Approved by:

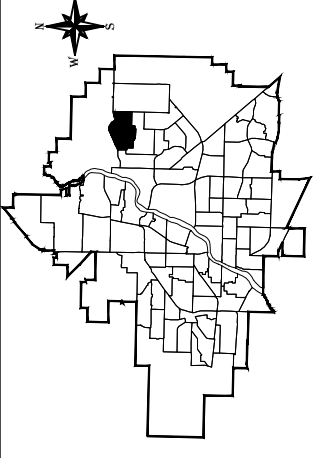
  
 Randy Grauer, General Manager  
 Community Services Department  
 Dated: September 4, 2013

Approved by:

  
 Murray Totland, City Manager  
 Community Services Department  
 Dated: Sept 8/13



- Legend:**
- Previous Development
  - Future Development
  - Residential Care Home Type II
  - Multi-Family Parcels  
Medium/High Density
  - Multi-Family Parcels  
Low/Medium Density
  - Lots with no roof slope req.
  - Chain Fence
  - Decorative Fence
  - Masonry Fence
  - Easement 1.5m
  - Easement 3m
  - Easement 5m
  - City Water & Sewer
  - Corner Garage Location
  - Garage Location
  - 1234
  - Civic Addresses  
Transformer(2.0m x 2.0m)
  - Utility Pedestal (2.75m x 2.0m)
  - Mail Boxes
  - Proposed Bus stops
  - Temporary Water Circulator
  - Light Standard
  - Fire Hydrant



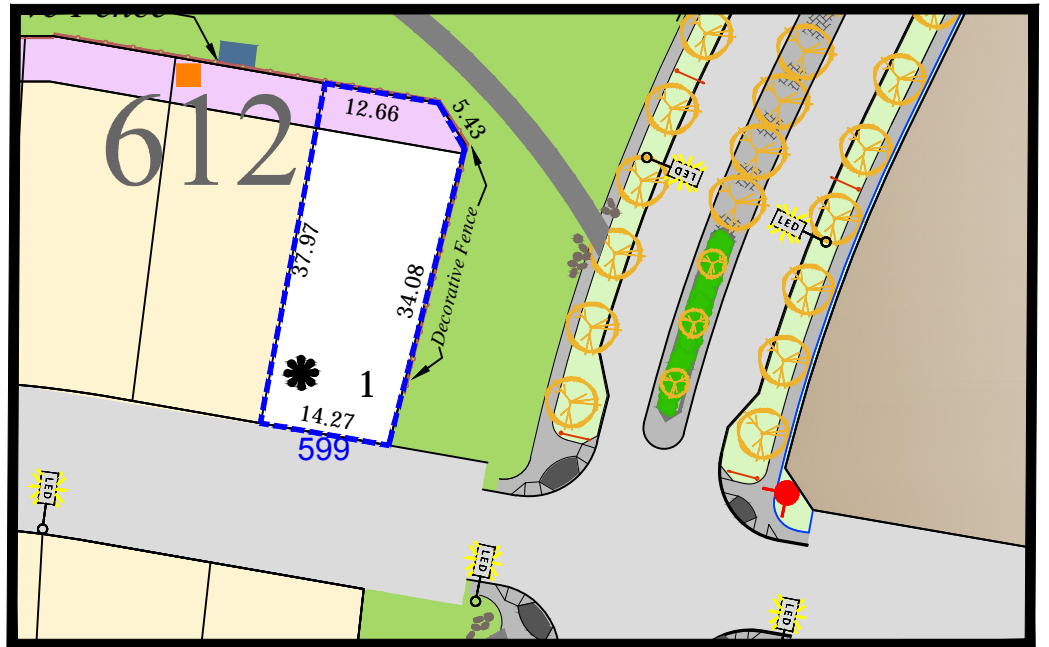
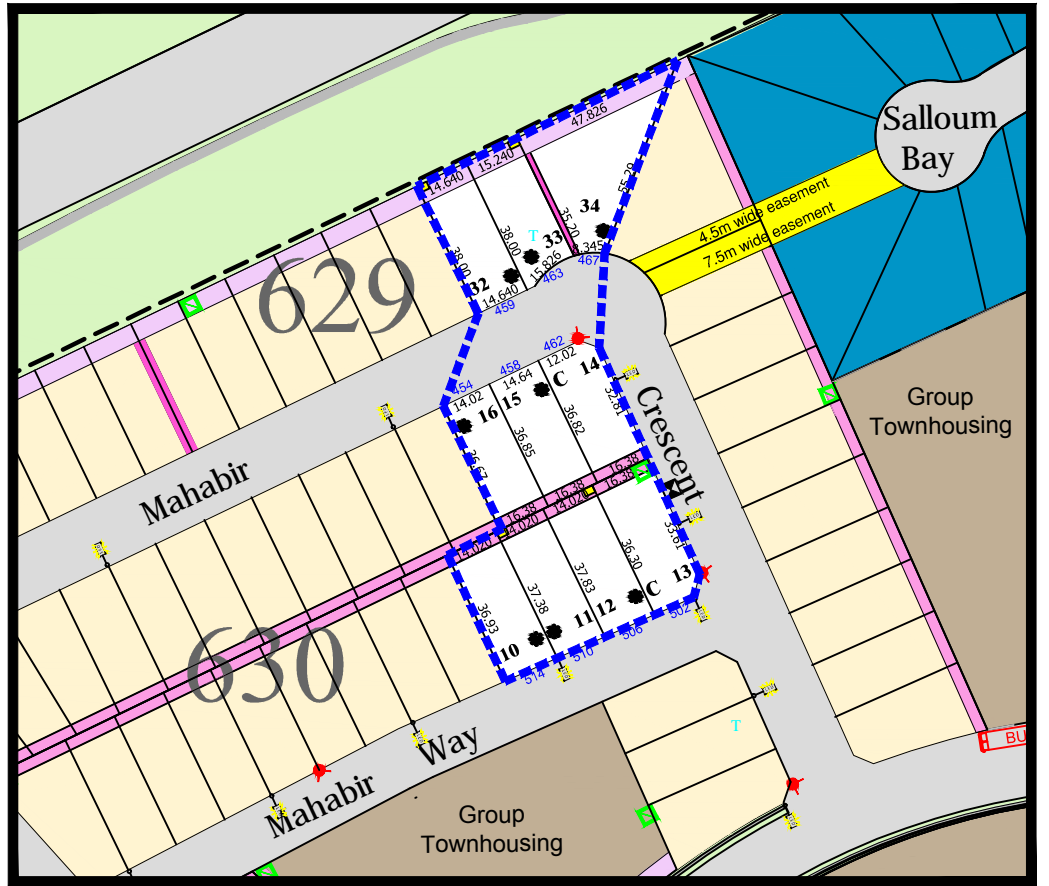
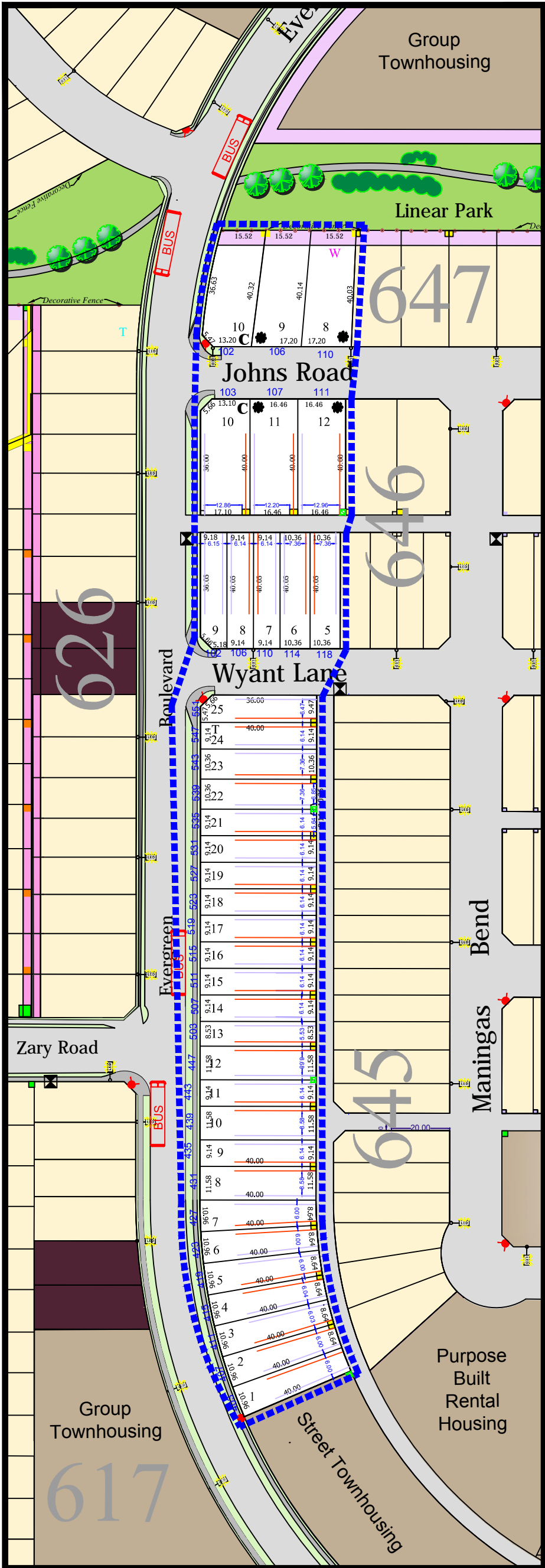


# EVERGREEN

## Phase 7 Lot Information Map (2 of 3)

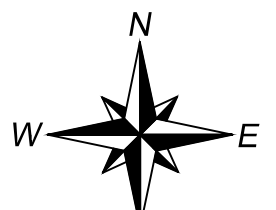
47 Lots - Mahabir Crescent and Way, Johns Road, Wyant Lane, Atton Lane & Evergreen Boulevard

Phase 7 - 47 Lots

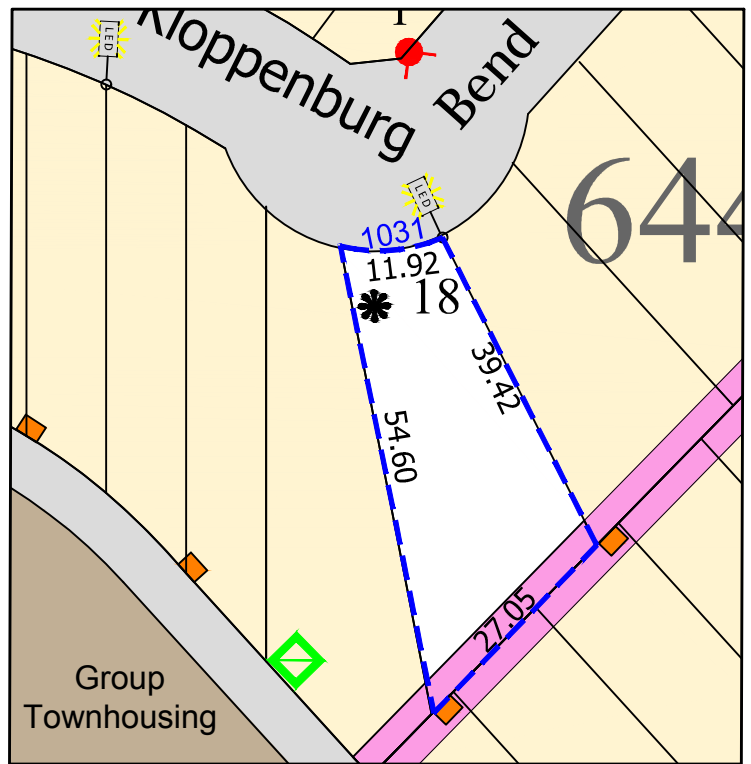
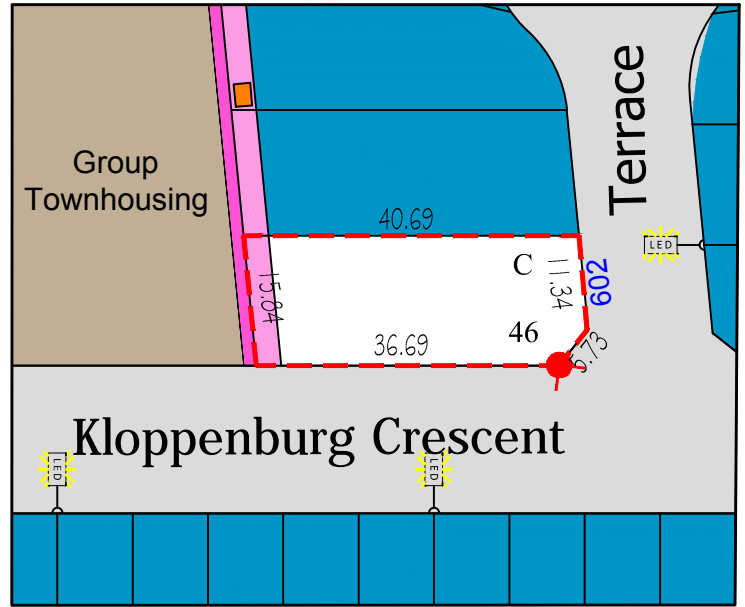
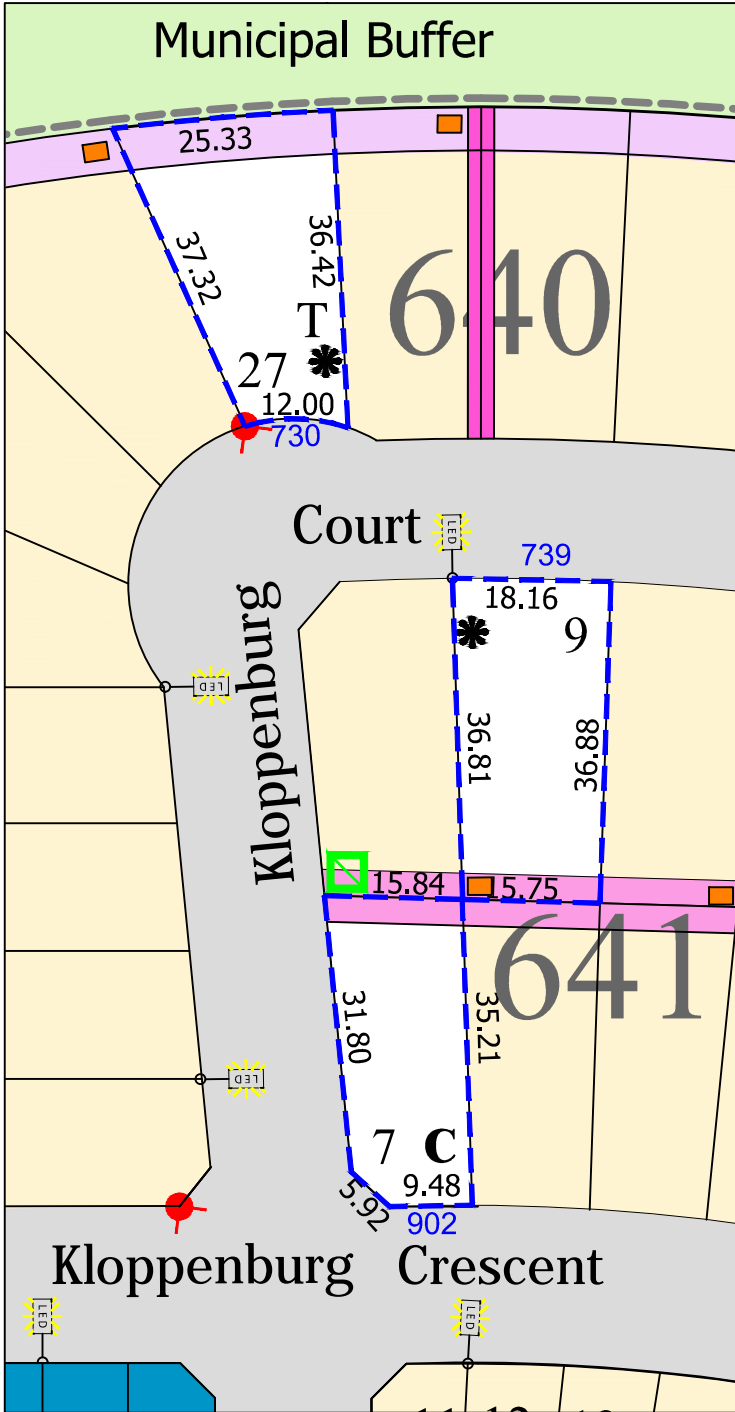


Legend:













- |  |                            |  |
|--|----------------------------|--|
| Civic Addresses  | Fire Hydrant               |  |
| Corner Garage Location <b>C</b>  | Lots with no slope req.    |  |
| Easement 1.5m  | Garage Location            |  |
| Easement 3m  | LED Light Standard         |  |
| Easement 5m  | Mail Boxes                 |  |
| Easement Other   | Walk Out                   |  |
| Previous Lot Draw  | Temporary Water Circulator |  |
| Transformer(2.0m x 2.0m)   | Chain Fence                |  |
| Utility Pedestal(2.8x2.0)  | Decorative Fence           |  |
| Pre-designated Lots<br>(Residential Care Home - Type II;<br>Daycare Centre; Preschool) | Proposed Bus stops         |  |
| Garage Pad Maximum Width<br>(Between Utilities)  |                            |  |
| Underground Gas Line accomodation  |                            |  |
| Underground Power Line accomodation  |                            |  |



The Land Branch does not guarantee the accuracy of this plan. To ensure accuracy, please refer to the Registered Plan of Survey. This plan is not to scale. Distances are in metres unless shown otherwise. This is not a legal plan. Lot dimensions and the location of other features are compiled from available information and are subject to change without notice. For verification please check with the appropriate authority. Park design and municipal buffer landscaping is not finalized and subject to change.



**Legend:**

- |  |                  |  |   |
|--|------------------|--|---|
| Civic Adresses   | Garage Location  |  Utility Pedestal (2.8x2.0) |  |
| Easement 3m         | Corner Garage    |  Transformer (2.0m x 2.0m)  |  |
| Easement 1.5m       | Light Standard   |  Fire Hydrant               |  |
| Previous Lot Draw   | Chain Link Fence |                             |  |
| No roof slope Req.  |                  |  |   |

The Land Branch does not guarantee the accuracy of this plan. To ensure accuracy, please refer to the Registered Plan of Survey. This plan is not to scale. Distances are in metres unless shown otherwise. This is not a legal plan. Lot dimensions and the location of other features are compiled from available information and are subject to change without notice. For verification please check with the appropriate authority. Park design and municipal buffer landscaping is not finalized and subject to change.



## Development Controls – 235 Lots, Phase 7

### Masonry Requirement

Plans for the design of built enhancements such as entry fences, entry signs, parks, drainage areas, the village square, roundabout landscaping and streetscaping design throughout the neighbourhood will include the use of naturally occurring rock that has been excavated in the normal land development process. One control that will be consistently proposed throughout the neighbourhood is the minimum 100 square feet of masonry application in order to harmonize home building materials to the design of these developer enhanced areas.

- 1) **Glacial Shores Manor, Bay, Cove, Bay & Court**  
The following development controls pertain to larger lots:
  - Plan 102132447, Block 658, Lots 43 to 65
  - Plan to Be Registered, Block 661, Lots 9 to 16
  - Plan 102132447, Block 662, Lots 1 to 12, Lots 16 to 28
  - Plan 102132447, Block 663, Lots 1 to 10
  - a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
    - i. 1,200 square feet in the case of a bungalow, bi-level or split-level dwelling;
    - ii. 1,500 square feet in the case of a two-storey dwelling;
  - b) All dwellings must be constructed with a minimum double-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 5.4 metres wide and 6.0 metres long;
  - c) The roof of the principal dwelling shall have a minimum 6-in-12 pitch; and
  - d) Brick, stone or manufactured stone, requiring a masonry application, will be required on the front elevation of all dwellings. Masonry application must be a minimum of 100 square feet in area, and where the masonry application meets a building corner, it must be returned 24 inches around the building corner.
- 2) **Evergreen Boulevard**  
The following development controls pertain to standard lots fronting onto Evergreen Boulevard:

Plan to Be Registered, Block 660, Lots 14 to 22

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
  - i. 1,000 square feet in the case of a bungalow, bi-level or split-level dwelling;
  - ii. 1,200 square feet in the case of a two-storey dwelling;
- b) All dwellings must be constructed with a minimum single-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 3.5 metres wide and 6.0 metres long;
- c) The roof of the principal dwelling shall have a minimum 6-in-12 pitch;
- d) Brick, stone or manufactured stone, requiring a masonry application, will be required on the front elevation of all dwellings. Masonry application must be a minimum of 100 square feet in area, and where the masonry application meets a building corner, it must be returned 24 inches around the building corner; and
- e) Garages shall not protrude more than 2.4 metres (8 feet) from the façade of any habitable floor area of the dwelling;

3) Manek Road

The following development controls pertain to larger lots fronting onto Manek Road:

Plan 102132447, Block 658, Lots 66 to 73

Plan 102132447, Block 662, Lots 29 to 33

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
  - i. 1,200 square feet in the case of a bungalow, bi-level or split-level dwelling;
  - ii. 1,500 square feet in the case of a two-storey dwelling;
- b) All dwellings must be constructed with a minimum double-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 5.4

metres wide and 6.0 metres long;

- c) The roof of the principal dwelling shall have a minimum 6-in-12 pitch;
- d) Brick, stone or manufactured stone, requiring a masonry application, will be required on the front elevation of all dwellings. Masonry application must be a minimum of 100 square feet in area, and where the masonry application meets a building corner, it must be returned 24 inches around the building corner; and
- e) Garages shall not protrude more than 2.4 metres (8 feet) from the façade of any habitable floor area of the dwelling;

3) Glacial Shores Manor and Bend

The following development controls pertain to standard lots:

Plan to Be Registered, Block 658, Lots 1 to 38

Plan 102132447, Block 658, Lots 39 to 42

Plan to Be Registered, Block 659, Lots 1 to 17

Plan to Be Registered, Block 660, Lots 1 to 13, Lots 23 to 38

Plan to Be Registered, Block 661, Lots 1 to 8

Plan 102132447, Block 662, Lots 13 to 15

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
  - i. 1,000 square feet in the case of a bungalow, bi-level or split-level dwelling;
  - ii. 1,200 square feet in the case of a two-storey dwelling;
- b) All dwellings must be constructed with a minimum single-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 3.5 metres wide and 6.0 metres long; and
- c) The roof of the principal dwelling shall have a minimum 6-in-12 pitch; and
- d) Brick, stone or manufactured stone, requiring a masonry application, will be required on the front elevation of all dwellings. Masonry application must be a minimum of 100 square feet in area, and where the masonry application meets a building corner, it must be returned 24 inches around the building corner.

4) Arscott Crescent and Street

The following development controls pertain to larger lots with no roof pitch requirement:

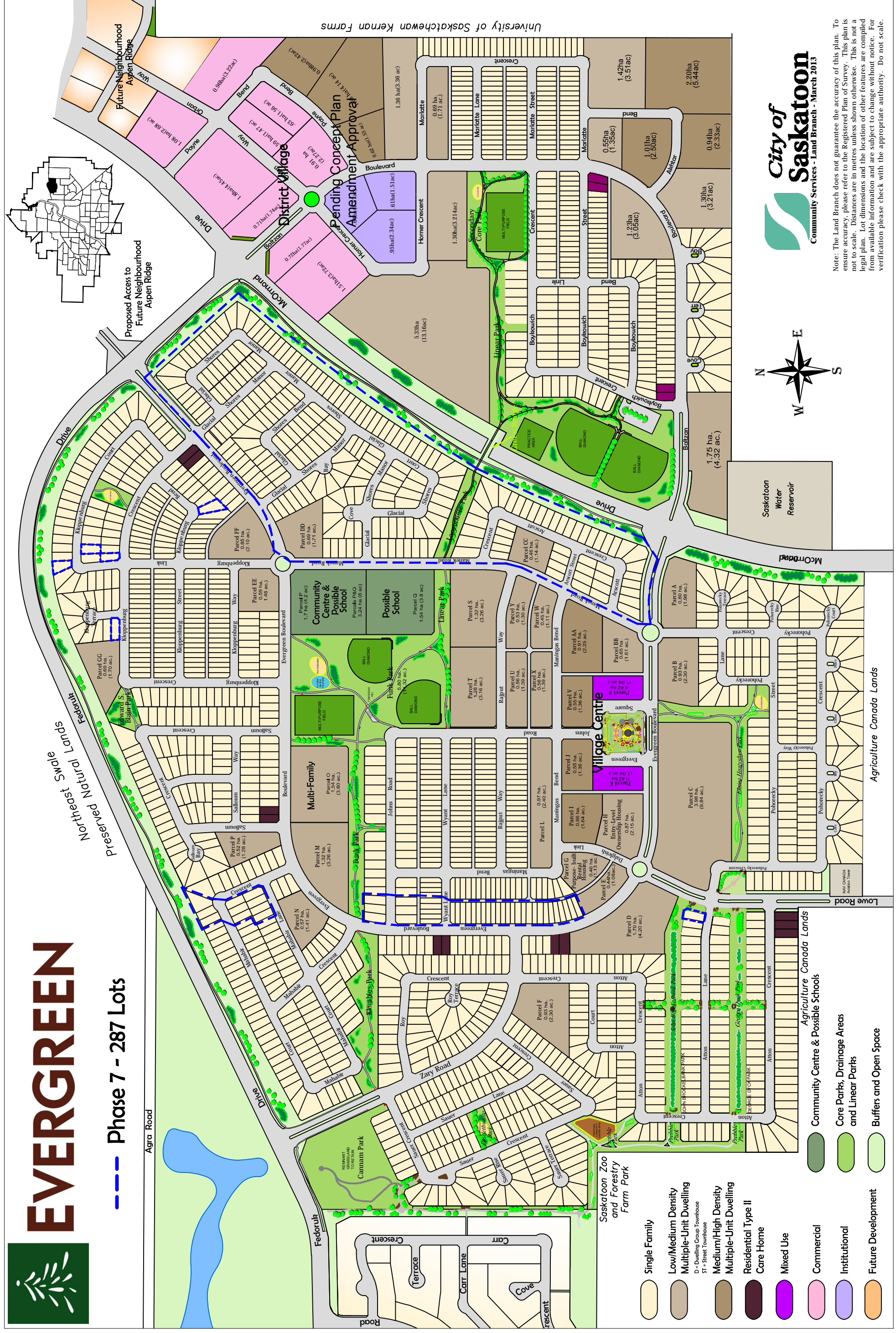
Plan to be Registered, Lots 1 to 31, Block 664

Plan to be Registered, Block 665, Lots 1 to 9

Plan to be Registered, Block 667, Lots 1 to 8

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
  - i. 1,200 square feet in the case of a bungalow, bi-level or split-level dwelling;
  - ii. 1,500 square feet in the case of a two-storey dwelling;
- b) All dwellings must be constructed with a minimum double-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 5.4 metres wide and 6.0 metres long; and
- c) Brick, stone or manufactured stone, requiring masonry application, will be required on the front elevation of all dwellings. Masonry application must be a minimum of 100 square feet in area and where the masonry application meets a building corner, it must be returned 24 inches around the building corner.

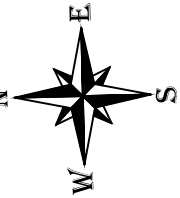
In addition to the development controls listed above, all lots will be subject to one further control indicating which side of the lot the garage must be placed. As outlined in the report adopted by City Council on February 27, 2006, the intent of this control is to pair garages together against a common property line in order to provide a better streetscape appearance.



# EVERGREEN

## Phase 7 - 287 Lots

- Single Family
- Low/Medium Density
- Multiple-Unit Dwelling  
D = Dwelling Group Townhouse  
ST = Street Townhouse
- Medium/High Density
- Multiple-Unit Dwelling
- Residential Type II
- Care Home
- Mixed Use
- Commercial
- Institutional
- Future Development
- Agriculture Canada Lands
- Community Centre & Possible Schools
- Core Parks, Drainage Areas and Linear Parks
- Buffers and Open Space



**City of Saskatoon**  
Community Services - Land Branch - March 2013

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University of Saskatchewan Kernan Farms

Pending Concept Plan Amendment Approval

District Village

Multi-Family Community Centre & Possible School

Possible School

Village Centre

Future Neighborhood Aspen Ridge

Future Neighborhood Aspen Ridge

Proposed Access to Future Neighborhood Aspen Ridge

Reserved Natural Lands

Reserved Natural Swale

Future Neighborhood Aspen Ridge

Future Neighborhood Aspen Ridge

Future Neighborhood Aspen Ridge

Agra Road

Dine

McCommond

Fedoruk

Yary Road

Boyle

Stuart

Stuart

Stuart

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## Proposed Price List

### Evergreen (2012)

Lot	Block	Plan	Price
<b>Glacial Shores</b>			
1	658	to be registered	\$142,300.00
2	658	to be registered	\$142,300.00
3	658	to be registered	\$142,300.00
4	658	to be registered	\$142,300.00
5	658	to be registered	\$142,300.00
6	658	to be registered	\$181,900.00
7	658	to be registered	\$197,500.00
8	658	to be registered	\$197,100.00
9	658	to be registered	\$182,000.00
10	658	to be registered	\$132,000.00
11	658	to be registered	\$144,900.00
12	658	to be registered	\$138,500.00
13	658	to be registered	\$138,500.00
14	658	to be registered	\$138,500.00
15	658	to be registered	\$138,500.00
16	658	to be registered	\$144,900.00
17	658	to be registered	\$166,900.00
18	658	to be registered	\$174,100.00
19	658	to be registered	\$174,500.00
20	658	to be registered	\$178,100.00
21	658	to be registered	\$159,000.00
22	658	to be registered	\$156,800.00
23	658	to be registered	\$154,700.00
24	658	to be registered	\$152,500.00
25	658	to be registered	\$188,100.00
26	658	to be registered	\$182,800.00
27	658	to be registered	\$143,900.00
28	658	to be registered	\$144,100.00
29	658	to be registered	\$137,500.00
30	658	to be registered	\$137,500.00
31	658	to be registered	\$137,500.00
32	658	to be registered	\$137,500.00
33	658	to be registered	\$137,500.00
34	658	to be registered	\$137,400.00
35	658	to be registered	\$137,400.00
36	658	to be registered	\$137,400.00
37	658	to be registered	\$137,300.00
38	658	to be registered	\$137,300.00
39	658	102132447	\$152,700.00
40	658	102132447	\$138,800.00
41	658	102132447	\$141,400.00
42	658	102132447	\$141,500.00

43	658	102132447	\$148,100.00
44	658	102132447	\$148,300.00
45	658	102132447	\$148,400.00
46	658	102132447	\$148,400.00
47	658	102132447	\$155,100.00
48	658	102132447	\$154,800.00
49	658	102132447	\$154,800.00
50	658	102132447	\$157,900.00
51	658	102132447	\$163,800.00
52	658	102132447	\$192,900.00
53	658	102132447	\$237,300.00
54	658	102132447	\$237,300.00
55	658	102132447	\$235,900.00
56	658	102132447	\$235,800.00
57	658	102132447	\$235,900.00
58	658	102132447	\$218,500.00
59	658	102132447	\$219,500.00
60	658	102132447	\$181,200.00
61	658	102132447	\$176,300.00
62	658	102132447	\$169,500.00
63	658	102132447	\$169,500.00
64	658	102132447	\$176,300.00
65	658	102132447	\$169,500.00
1	659	to be registered	\$144,900.00
2	659	to be registered	\$144,900.00
3	659	to be registered	\$138,500.00
4	659	to be registered	\$138,500.00
5	659	to be registered	\$138,500.00
6	659	to be registered	\$138,500.00
7	659	to be registered	\$134,200.00
8	659	to be registered	\$135,100.00
9	659	to be registered	\$130,500.00
10	659	to be registered	\$165,600.00
11	659	to be registered	\$159,000.00
12	659	to be registered	\$138,500.00
13	659	to be registered	\$138,500.00
14	659	to be registered	\$138,500.00
15	659	to be registered	\$138,500.00
16	659	to be registered	\$144,900.00
17	659	to be registered	\$144,900.00
1	660	to be registered	\$156,000.00
2	660	to be registered	\$155,400.00
3	660	to be registered	\$151,500.00
4	660	to be registered	\$151,500.00
5	660	to be registered	\$151,500.00
6	660	to be registered	\$151,500.00
7	660	to be registered	\$151,500.00
8	660	to be registered	\$151,500.00
9	660	to be registered	\$151,500.00

10	660	to be registered	\$151,500.00
11	660	to be registered	\$151,500.00
12	660	to be registered	\$151,500.00
13	660	to be registered	\$150,800.00
23	660	to be registered	\$158,800.00
24	660	to be registered	\$151,700.00
25	660	to be registered	\$144,200.00
26	660	to be registered	\$145,700.00
27	660	to be registered	\$144,700.00
28	660	to be registered	\$179,700.00
29	660	to be registered	\$200,700.00
30	660	to be registered	\$195,800.00
31	660	to be registered	\$189,600.00
32	660	to be registered	\$142,600.00
33	660	to be registered	\$142,200.00
34	660	to be registered	\$138,100.00
35	660	to be registered	\$138,200.00
36	660	to be registered	\$142,100.00
37	660	to be registered	\$145,800.00
38	660	to be registered	\$148,400.00
1	661	to be registered	\$138,600.00
2	661	to be registered	\$141,200.00
3	661	to be registered	\$142,800.00
4	661	to be registered	\$141,700.00
5	661	to be registered	\$141,900.00
6	661	to be registered	\$150,900.00
7	661	to be registered	\$158,200.00
8	661	to be registered	\$162,000.00
9	661	to be registered	\$171,000.00
10	661	to be registered	\$159,900.00
11	661	to be registered	\$158,700.00
12	661	to be registered	\$160,000.00
13	661	to be registered	\$161,400.00
14	661	to be registered	\$162,500.00
15	661	to be registered	\$160,700.00
16	661	to be registered	\$158,000.00
1	662	102132447	\$140,500.00
2	662	102132447	\$137,700.00
3	662	102132447	\$138,100.00
4	662	102132447	\$145,700.00
5	662	102132447	\$147,200.00
6	662	102132447	\$148,700.00
7	662	102132447	\$178,400.00
8	662	102132447	\$185,400.00
9	662	102132447	\$180,400.00
10	662	102132447	\$182,100.00
11	662	102132447	\$193,700.00
12	662	102132447	\$187,200.00
13	662	102132447	\$132,900.00

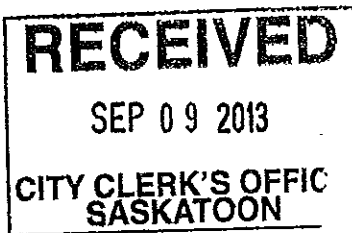


14	662	102132447	\$131,700.00
15	662	102132447	\$131,700.00
16	662	102132447	\$172,800.00
17	662	102132447	\$164,600.00
18	662	102132447	\$164,600.00
19	662	102132447	\$164,600.00
20	662	102132447	\$164,800.00
21	662	102132447	\$191,600.00
22	662	102132447	\$172,300.00
23	662	102132447	\$206,500.00
24	662	102132447	\$194,800.00
25	662	102132447	\$203,300.00
26	662	102132447	\$214,300.00
27	662	102132447	\$171,900.00
28	662	102132447	\$169,100.00
1	663	102132447	\$171,200.00
2	663	102132447	\$181,200.00
3	663	102132447	\$186,200.00
4	663	102132447	\$194,200.00
5	663	102132447	\$172,600.00
6	663	102132447	\$171,300.00
7	663	102132447	\$169,500.00
8	663	102132447	\$171,000.00
9	663	102132447	\$172,600.00
10	663	102132447	\$171,200.00
<b>Arcscott</b>			
1	664	to be registered	\$172,000.00
2	664	to be registered	\$178,600.00
3	664	to be registered	\$169,700.00
4	664	to be registered	\$169,200.00
5	664	to be registered	\$162,300.00
6	664	to be registered	\$213,000.00
7	664	to be registered	\$224,900.00
8	664	to be registered	\$214,100.00
9	664	to be registered	\$164,600.00
10	664	to be registered	\$164,600.00
11	664	to be registered	\$164,600.00
12	664	to be registered	\$164,600.00
13	664	to be registered	\$164,500.00
14	664	to be registered	\$164,500.00
15	664	to be registered	\$164,500.00
16	664	to be registered	\$158,100.00
17	664	to be registered	\$158,100.00
18	664	to be registered	\$158,100.00
19	664	to be registered	\$155,000.00
20	664	to be registered	\$155,100.00
21	664	to be registered	\$158,100.00
22	664	to be registered	\$164,500.00
23	664	to be registered	\$164,700.00

24	664	to be registered	\$186,900.00
25	664	to be registered	\$215,700.00
26	664	to be registered	\$232,200.00
27	664	to be registered	\$216,400.00
28	664	to be registered	\$241,700.00
29	664	to be registered	\$241,700.00
30	664	to be registered	\$240,700.00
31	664	to be registered	\$239,700.00
1	665	to be registered	\$160,600.00
2	665	to be registered	\$160,100.00
3	665	to be registered	\$159,700.00
4	665	to be registered	\$159,300.00
5	665	to be registered	\$140,500.00
6	665	to be registered	\$147,900.00
7	665	to be registered	\$147,900.00
8	665	to be registered	\$147,900.00
9	665	to be registered	\$154,300.00
1	667	to be registered	\$181,700.00
2	667	to be registered	\$181,200.00
3	667	to be registered	\$180,700.00
4	667	to be registered	\$180,100.00
5	667	to be registered	\$173,900.00
6	667	to be registered	\$174,400.00
7	667	to be registered	\$175,000.00
8	667	to be registered	\$175,400.00
<b>Manek Road</b>			
66	658	102132447	\$164,600.00
67	658	102132447	\$158,100.00
68	658	102132447	\$158,100.00
69	658	102132447	\$158,100.00
70	658	102132447	\$158,100.00
71	658	102132447	\$166,400.00
72	658	102132447	\$164,600.00
73	658	102132447	\$178,500.00
29	662	102132447	\$165,700.00
30	662	102132447	\$158,100.00
31	662	102132447	\$158,100.00
32	662	102132447	\$158,100.00
33	662	102132447	\$150,200.00
<b>Evergreen Boulevard</b>			
14	660	to be registered	\$146,800.00
15	660	to be registered	\$143,900.00
16	660	to be registered	\$143,900.00
17	660	to be registered	\$143,900.00
18	660	to be registered	\$143,900.00
19	660	to be registered	\$150,200.00
20	660	to be registered	\$141,100.00
21	660	to be registered	\$140,400.00
22	660	to be registered	\$140,300.00

<b>Powerline lots- Evergreen Blvd</b>			
1	645	102064294	\$105,400.00
2	645	102064294	\$110,700.00
3	645	102064294	\$110,700.00
4	645	102064294	\$110,700.00
5	645	102064294	\$110,700.00
6	645	102064294	\$110,700.00
7	645	102064294	\$110,700.00
8	645	102064294	\$126,700.00
9	645	102064294	\$100,000.00
10	645	102064294	\$126,700.00
11	645	102064294	\$100,000.00
12	645	102064294	\$126,700.00
13	645	102064294	\$93,400.00
14	645	102064294	\$100,000.00
15	645	102064294	\$100,000.00
16	645	102064294	\$100,000.00
17	645	102064294	\$100,000.00
18	645	102064294	\$100,000.00
19	645	102064294	\$100,000.00
20	645	102064294	\$100,000.00
21	645	102064294	\$100,000.00
22	645	102064294	\$113,400.00
23	645	102064294	\$113,400.00
24	645	102064294	\$100,000.00
25	645	102064294	\$103,600.00
<b>Johns Road</b>			
10	646	102070088	\$205,100.00
11	646	102070088	\$197,400.00
12	646	102070088	\$197,400.00
8	647	102070088	\$240,100.00
9	647	102070088	\$222,600.00
10	647	102070088	\$226,600.00
<b>Wyant Lane</b>			
0			
5	646	102070088	\$118,800.00
6	646	102070088	\$118,800.00
7	646	102070088	\$104,800.00
8	646	102070088	\$104,800.00
9	646	102070088	\$105,300.00
<b>Mahabir:</b>			
0			
10	630	102077894	\$143,900.00
11	630	102077894	\$151,500.00
12	630	102077894	\$158,200.00
13	630	102077894	\$172,400.00
14	630	102077894	\$167,500.00
15	630	102077894	\$158,100.00
16	630	102077894	\$151,400.00
32	629	102077894	\$159,900.00
33	629	102077894	\$166,400.00

34	629	102077894	\$227,000.00
<b>Returned Lots</b>			
<b>Kloppenburg</b>			
27	640	102107562	\$185,400.00
7	641	102107562	\$154,200.00
9	641	102107562	\$180,200.00
18	644	102107562	\$186,700.00
46	640	102107562	\$178,800.00
<b>Atton</b>			
1	612	102048139	\$205,600.00



4215-1  
1110-44  
4.

**TO:** Secretary, Land Bank Committee  
**FROM:** General Manager, Community Services Department  
**DATE:** August 27, 2013  
**SUBJECT:** Request to Sell City-Owned Property in the Kensington Neighbourhood (Phase 2)  
**FILE NO:** LA 4218-013-003

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**RECOMMENDATION:** that a report be submitted to City Council recommending:

- 1) that the Land Bank Manager be authorized to sell 176 lots (Lots 32 to 62, Block 103; Lots 1 to 14, Block 104; Lots 1 to 14, Block 105; Lots 1 to 37, Block 106; Lots 1 to 7, Block 107; Lots 1 to 15, Block 108; Lots 1 to 26, Block 109; Lots 2 to 21, Block 111; Lots 1 to 12, Block 112; all Plan Numbers to be registered) on Bentley Court, Bentley Lane, Bentley Manor, Kensington Road and Stromberg Court in the Kensington neighbourhood through a lot draw process;
- 2) that the Land Bank Manager be authorized to re-price and sell 17 lots (Lots 9 and 15, Block 100, Plan No. 102108451; Lot 17, Block 101, Plan No. 102108451, Lots 1 to 7 and 11 to 15, Block 102, Plan No. 102108451; Lots 30 and 75, Block 103, Plan No. 102108451;) on 33<sup>rd</sup> Street West and Steeves Avenue in the Kensington neighbourhood through a lot draw process;
- 3) that lots which are not sold through the lot draw process be placed for sale over-the-counter on a first-come, first-served basis;
- 3) that the Land Bank Manager be authorized to sell Lot 31, Block 103 and Lot 1, Block 111 to the highest bidder through a tender process for the intended use of developing Type 2 Residential Care Homes, Child Care Centres or Pre-Schools with tender conditions and reserve bid prices plus applicable taxes;
- 4) that the City Solicitor be requested to prepare the Agreements for Sale and that his Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

- 5) that any of the pre-designated Type 2 Residential Care Home, Child Care Centre or Pre-School lots which are not sold through the public tender process be placed for sale over-the-counter on a first-come, first-served basis for the same intended purpose for a period of one year with conditions specified in the Agreement for Sale;
- 6) that any of the pre-designated Type 2 Residential Care Home, Child Care Centre or Pre-School lots remaining in inventory after a period of one year be made available for sale over-the-counter on a first-come, first-served basis for one of the permitted uses within the R1A zoning district;
- 7) that the Land Bank Manager be authorized to administer development controls for 178 lots; and
- 8) that the Land Bank Manager be authorized to make minor adjustments to the approved pricing that may be necessary to account for changes in servicing costs and lots being returned after lot draws.

### **TOPIC AND PURPOSE**

The intent of this report is to obtain approval to sell and administer development controls for 176 single-family lots, to re-price and sell 17 single-family lots, and to price and sell two pre-designated Type 2 Residential Care Home, Child Care Centre or Pre-School lots in Phase 2 of the Kensington neighbourhood through a tender process.

### **REPORT HIGHLIGHTS**

- 1) The 178 lots, including two Type 2 Residential Care Home, Child Care Centre or Pre-School lots, referenced in this report represent the second offering of single-family lots in the Kensington neighbourhood.
- 2) The 17 lots being re-priced represent the lots that were held back or returned from the Kensington Phase 1 lot draw.
- 3) The lots being offered in the second phase of Kensington include a variety of lot types and price points.

- 4) Development controls will be administered for the 178 lots and are consistent with those approved for the first phase of lots in Kensington. Development controls were previously administered for the 17 lots being re-priced.

### **STRATEGIC GOALS**

This report supports the City of Saskatoon's Asset and Financial Sustainability Strategic Goal. The sale of the land noted in this report results in an increase in revenue sources and a reduced reliance on residential property taxes.

### **BACKGROUND**

City Council, at its meeting held on April 16, 2012, approved the Kensington Neighbourhood Concept Plan (see Attachment 1). The Kensington neighbourhood is approximately 473 acres in area, has a projected population of 8,300 persons and a projected dwelling unit count of 3,400 units.

Area grading and water and sewer servicing work began in 2012 for the second phase of Kensington and recently concluded in September 2013. Shallow utility installations and road work to a base stage is expected to be complete this fall. Should servicing not be complete, lots will be sold with a delayed possession date. Attachment 2 indicates location of the lots on Bentley Court, Bentley Lane, Bentley Manor, Kensington Road and Stromberg Court.

### **REPORT**

The Land Branch is requesting approval for the following:

- To sell 176 single-family lots in Phase 2 of the Kensington neighbourhood through a lot draw process;
- To re-price and sell 17 lots that were held back (13 lots) or returned (four lots) from the Kensington Phase 1 lot draw through a lot draw process (see Attachment 3); and
- To tender two pre-designated Type 2 Residential Care Home, Child Care Centre or Pre-School sites.

In addition, the Land Branch also requests approval to administer development controls for 176 single-family lots and two pre-designated Type 2 Residential Care Home, Child Care Centre or Pre-School sites in Phase 2 of the Kensington neighbourhood. Development controls have previously been administered for the 17 lots held back or returned from the Phase 1 Kensington lot draw.

### Pre-Designated Lots

There are two lots being pre-designated as potential locations for Type 2 Residential Care Homes, Child Care Centres or Pre-Schools on Bentley Court and Stromberg Court. It is recommended that these two lots be sold through a public tender process with reserve bid prices as follows:

Lot 31, Block 103, Plan No. to be registered	\$168,600
Lot 1, Block 111, Plan No. to be registered	\$168,600

Tenders will be awarded to the highest bidder over the reserve bid price that meet the conditions as specified in the tender documents. If there is any uncertainty regarding the bids received, the appropriate reports and recommendations will be provided to City Council.

One of the conditions to be specified in the tender documents is that the purchaser will be required to submit a ten percent non-refundable deposit. A Certificate of Independent Bid Determination will also be required from all bidders.

Transfer of Title to the purchaser's name will not occur until such time as the purchaser has submitted a Discretionary Use Application for the intended use and Administration (Planning & Development Branch) or City Council has approved it. A period of no longer than six months will be permitted for the purchaser to gain this approval. The purchaser will be responsible for all costs associated with this application. If the purchaser is unable to gain the necessary approval within six months from the close of tenders, the purchaser will forfeit their non-refundable deposit and the lot will be made available for purchase over-the-counter on a first-come, first-served basis.

A similar condition will be incorporated into the Agreement for Sale when this lot is available over-the-counter. The purchaser will be required to obtain the necessary approvals for a Type 2 Residential Care Home, Child Care Centre or Pre-School within six months of placing an option on the lot. The term of the option will be six months and will require a non-refundable deposit of ten percent of the reserve bid price.

If one or more of these lots do not sell within one year from the date of the original tender, the lots will be removed from the pre-designated list and will be sold on a first-come, first-served basis for one of the permitted uses within the R1A zoning district.

### Lot Pricing

Lots in the second phase of Kensington vary in size from a minimum frontage of 9.14 metres (30 feet) to a maximum of 16.00 metres (52.49 feet). The Phase 2 Kensington lot draw includes a variety of lot types, including larger lots that back onto park space, narrow lots with rear lane access and standard lots which accommodate front loading attached garages. Separate curb and sidewalks and a centre median along Kensington Road will



enhance the streetscape and create an attractive entrance to the Kensington neighbourhood.

Lots returned or held back from the first phase of Kensington are being re-priced to account for changes in the residential prepaid service rates.

Based upon the recent success of the Phase 1 Kensington lot draw and continually high demand for serviced residential land in all parts of the City, demand for the second phase of lot offerings is expected to be strong.

Lot prices have been determined based on an examination of current and expected lot prices for comparable properties in the Saskatoon market, and take into account the increase in 2013 servicing costs. A base unit price of \$10,450 per front metre was used to calculate lot prices. Adjustments were then made to base prices factoring in lot location and characteristics. A list of individual lot prices is attached (see Attachment 4). Prices range from \$95,900 to \$231,400, with the average lot price for this phase being \$139,500.

#### Development Controls

The complete list of development controls for Phase 2 of the Kensington neighbourhood is outlined in Attachment 5. The proposed development controls are largely consistent with those approved for the first phase of lots in the Kensington neighbourhood, with the only exception being the removal of the 6-in-12 roof pitch requirement for the Bentley Court and Bentley Lane pocket of lots.

In 2012, the Land Branch began removing the 6-in-12 roof pitch requirement in select pockets of the Evergreen neighbourhood in order to embrace an emerging trend and demand for a modern contemporary housing style, which generally include a flat or lower roof pitch. In an effort to continually appeal to all segments of the market and be at the forefront in housing innovation, the Land Branch plans to remove this requirement in select areas in future neighbourhood developments.

#### OPTIONS TO THE RECOMMENDATION

City Council may choose to not proceed with the sale of land at this time; to not proceed with the proposed development controls; or some combination thereof.

#### POLICY IMPLICATIONS

There are no policy implications.

#### FINANCIAL IMPACT

Proceeds from the sale of this land will be deposited into the Kensington Neighbourhood Land Development Fund.

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

Public and/or stakeholder involvement is not applicable.

### **COMMUNICATION PLAN**

If approval is granted to administer development controls in accordance with those outlined in this report, information will be provided to all builders and prospective lot purchasers in conjunction with the Kensington Phase 2 Lot Information Package.

### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

No additional follow-up is required.

### **ENVIRONMENTAL IMPLICATIONS**

The environmental incentive programs previously approved for use in the Kensington neighbourhood will continue to be used. These include offering vouchers for rain barrels and composters and providing rebates for the registration costs associated with homes that receive Energy Star or EnerGuide certification.

Provided that the composter program is offered for all Land Branch owned phases of Kensington and that they are used properly and on a regular basis, use of 1,460 composters will result in a projected annual green house gas reduction of approximately 15 tonnes.

In addition, use of 1,460 rain barrels will result in a projected annual greenhouse gas reduction of approximately 91 tonnes. This accounts for the volume of potable/treated water not used (and therefore energy saved) by using rainwater for irrigation, gardening, and other outdoor uses.

Environmental implications stemming from the design of the Kensington neighbourhood have been presented in previous reports to the Land Bank Committee.

### **PRIVACY IMPACT**

There are no privacy implications.

### **SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

The subdivision and sale of these parcels is in conformance with the approved Kensington Neighbourhood Concept Plan. A CPTED review is not required.

**PUBLIC NOTICE**

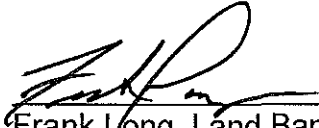
Public Notice, pursuant to Section of 3 Public Notice Policy No. C01-021, is not required.

**ATTACHMENTS**


1. Kensington Neighbourhood Concept Plan and Phasing Map
2. Kensington Map showing the Phase 2 lots to be priced
3. Kensington Map showing the Phase 1 lots to be priced
4. List of 193 lot prices
5. Kensington Phase 2 Development Controls

Written by: Matt Grazier, Planner 16

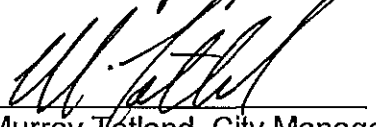
Reviewed by:

  
Frank Long, Land Bank Manager  
Dated: August 29, 2013

Approved by:

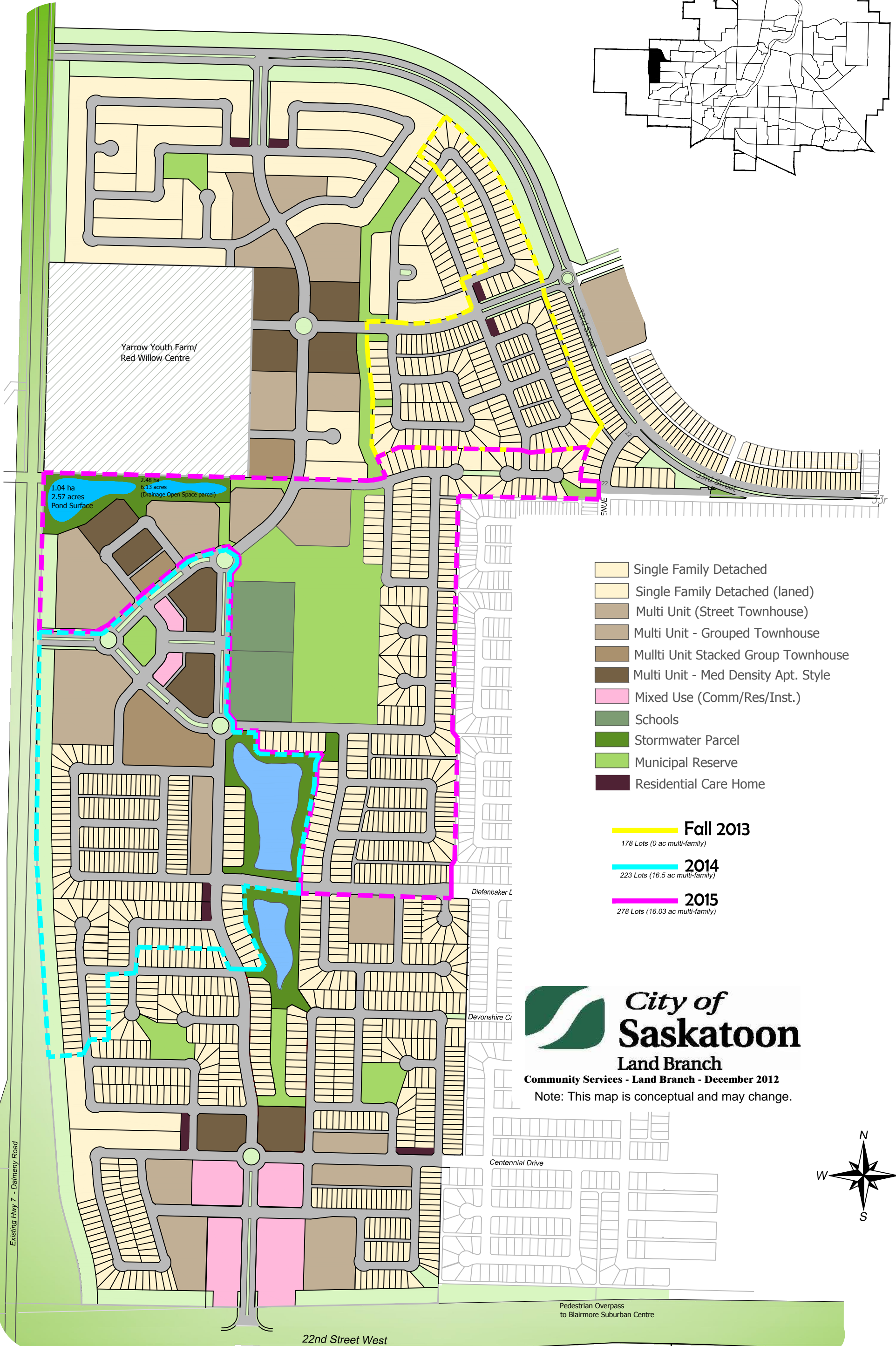
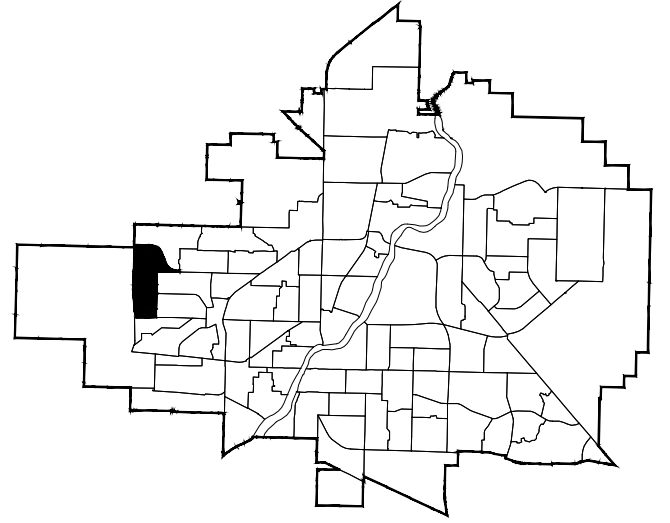
  
Randy Grauer, General Manager  
Community Services Department  
Dated: Sept 4, 2013

Approved by:

  
Murray Totland, City Manager  
Dated: Sept 8/13



# Kensington



Yarrow Youth Farm/  
Red Willow Centre

1.04 ha  
2.57 acres  
Pond Surface

2.48 ha  
6.13 acres  
(Drainage Open Space parcel)

- Single Family Detached
- Single Family Detached (laned)
- Multi Unit (Street Townhouse)
- Multi Unit - Grouped Townhouse
- Multi Unit Stacked Group Townhouse
- Multi Unit - Med Density Apt. Style
- Mixed Use (Comm/Res/Inst.)
- Schools
- Stormwater Parcel
- Municipal Reserve
- Residential Care Home

**Fall 2013**

178 Lots (0 ac multi-family)

**2014**

223 Lots (16.5 ac multi-family)

**2015**

278 Lots (16.03 ac multi-family)

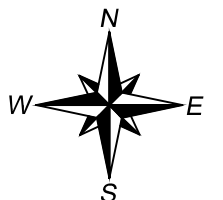


## City of Saskatoon

Land Branch

Community Services - Land Branch - December 2012

Note: This map is conceptual and may change.



22nd Street West

Pedestrian Overpass  
to Blairmore Suburban Centre

Existing Hwy 7 - Dalmeny Road



# Kensington

## Phase 2 - Lot Draw

### Legend

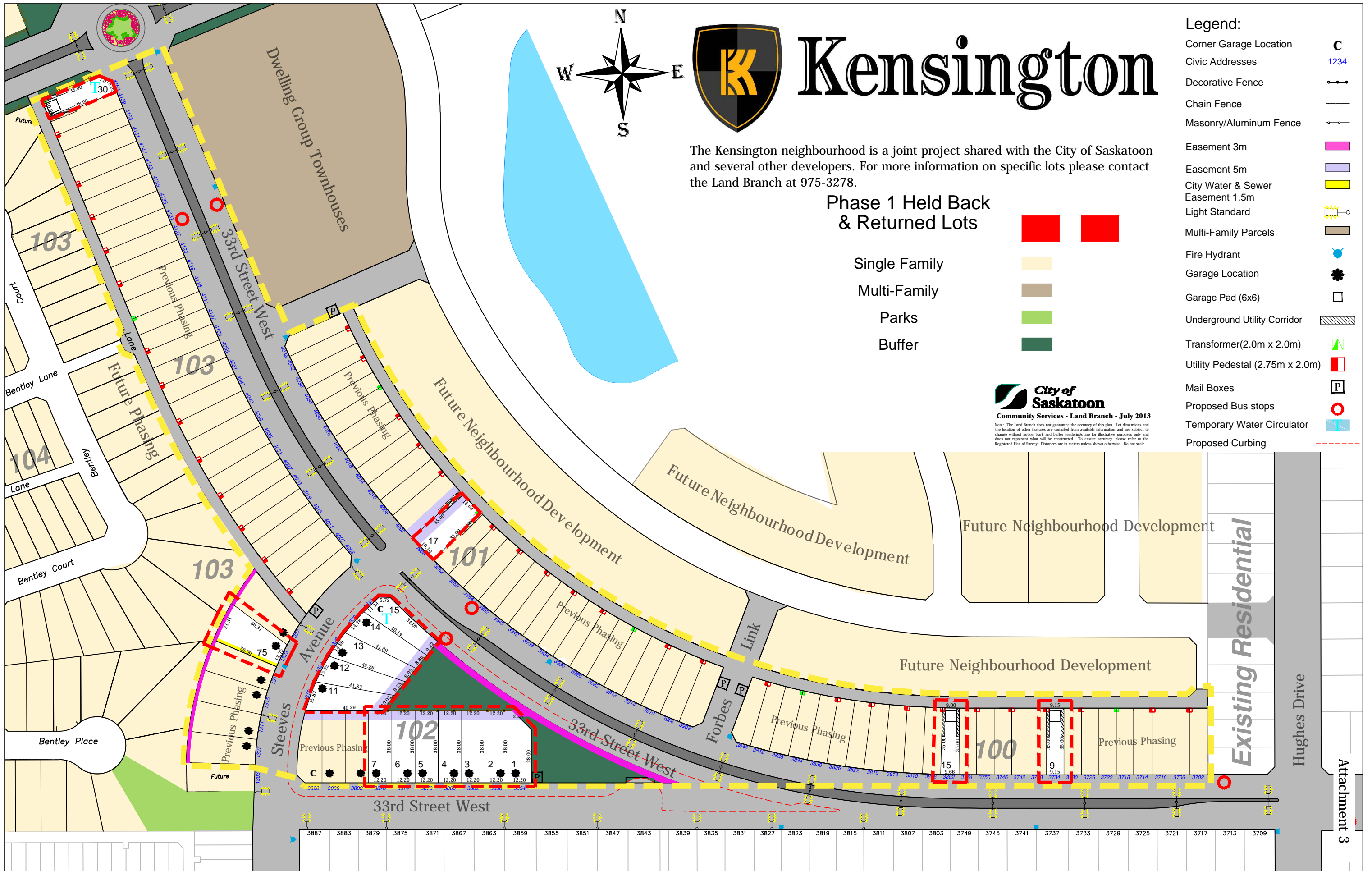
3m easement		5m easement	
Type II Care Home, Pre-School, Child Care Centre		Lot #	1
Single Family		Utility Pedestal	
Multi - Family Street Townhouse		Transformer	
Multi - Family Apartment Style		Garage Side Placement	
Civic Address	123	Corner Garage Placement	
No Roof Slope Required		Block Number	103
		Type II Care Home, Pre-school Child Care Centre	

176 Lots on Bentley Court, Bentley Lane, Bentley Way, Bentley Manor, Kensington Road, Stromberg Court and Kensington Road.



Community Services - Land Branch - July 2013

Note: The Land Branch does not guarantee the accuracy of this plan. To ensure accuracy, please refer to the registered plan of survey. This plan is not to scale. Distances are in metres unless shown otherwise. This is not a legal plan. Lot dimensions and the locations of other features are compiled from available information and are subject to change without notice. For verification, please check with the appropriate authority.



# Kensington

The Kensington neighbourhood is a joint project shared with the City of Saskatoon and several other developers. For more information on specific lots please contact the Land Branch at 975-3278.

## Phase 1 Held Back & Returned Lots

- Single Family
- Multi-Family
- Parks
- Buffer

- 
- 
- 
- 
- 

**City of Saskatoon**  
 Community Services - Land Branch - July 2013  
Note: The Land Branch does not guarantee the accuracy of this plan. Lot dimensions and the location of other features are compiled from available information and are subject to change without notice. Park and buffer readings are for illustrative purposes only and does not represent what will be constructed. To ensure accuracy, please refer to the Registered Plan of Survey. Distances are in meters unless shown otherwise. Do not scale.

- Legend:**
- Corner Garage Location C
  - Civic Addresses 1234
  - Decorative Fence
  - Chain Fence
  - Masonry/Aluminum Fence
  - Easement 3m
  - Easement 5m
  - City Water & Sewer Easement 1.5m
  - Light Standard
  - Multi-Family Parcels
  - Fire Hydrant
  - Garage Location
  - Garage Pad (6x6)
  - Underground Utility Corridor
  - Transformer(2.0m x 2.0m)
  - Utility Pedestal (2.75m x 2.0m)
  - Mail Boxes P
  - Proposed Bus stops
  - Temporary Water Circulator
  - Proposed Curbing

## Proposed Price List

### Kensington (2013) Phase 2

Lot	Block	Plan	Price
<b>Bentley</b>			
31	103	to be registered	\$168,600.00
32	103	to be registered	\$131,200.00
33	103	to be registered	\$131,200.00
34	103	to be registered	\$131,200.00
35	103	to be registered	\$131,200.00
36	103	to be registered	\$171,600.00
37	103	to be registered	\$187,500.00
38	103	to be registered	\$172,100.00
39	103	to be registered	\$144,000.00
40	103	to be registered	\$113,900.00
41	103	to be registered	\$114,100.00
42	103	to be registered	\$114,100.00
43	103	to be registered	\$114,100.00
44	103	to be registered	\$114,100.00
45	103	to be registered	\$114,100.00
46	103	to be registered	\$112,600.00
47	103	to be registered	\$137,000.00
48	103	to be registered	\$138,200.00
49	103	to be registered	\$137,600.00
50	103	to be registered	\$138,100.00
51	103	to be registered	\$139,500.00
52	103	to be registered	\$139,600.00
53	103	to be registered	\$149,700.00
54	103	to be registered	\$177,300.00
55	103	to be registered	\$209,200.00
56	103	to be registered	\$171,400.00
57	103	to be registered	\$150,900.00
58	103	to be registered	\$135,300.00
59	103	to be registered	\$133,900.00
60	103	to be registered	\$134,800.00
61	103	to be registered	\$129,700.00
62	103	to be registered	\$129,700.00
1	104	to be registered	\$104,900.00
2	104	to be registered	\$104,800.00
3	104	to be registered	\$105,100.00
4	104	to be registered	\$105,300.00
5	104	to be registered	\$105,500.00
6	104	to be registered	\$105,700.00
7	104	to be registered	\$105,800.00

8	104	to be registered	\$100,700.00
9	104	to be registered	\$100,700.00
10	104	to be registered	\$100,700.00
11	104	to be registered	\$100,700.00
12	104	to be registered	\$100,700.00
13	104	to be registered	\$100,700.00
14	104	to be registered	\$103,700.00
1	105	to be registered	\$100,800.00
2	105	to be registered	\$100,500.00
3	105	to be registered	\$100,500.00
4	105	to be registered	\$100,500.00
5	105	to be registered	\$100,500.00
6	105	to be registered	\$100,500.00
7	105	to be registered	\$100,500.00
8	105	to be registered	\$100,500.00
9	105	to be registered	\$100,500.00
10	105	to be registered	\$100,500.00
11	105	to be registered	\$100,500.00
12	105	to be registered	\$100,500.00
13	105	to be registered	\$100,500.00
14	105	to be registered	\$100,800.00
1	106	to be registered	\$150,700.00
2	106	to be registered	\$150,400.00
3	106	to be registered	\$150,300.00
4	106	to be registered	\$151,200.00
5	106	to be registered	\$151,800.00
6	106	to be registered	\$152,000.00
7	106	to be registered	\$156,800.00
8	106	to be registered	\$170,200.00
9	106	to be registered	\$176,500.00
10	106	to be registered	\$153,700.00
11	106	to be registered	\$146,400.00
12	106	to be registered	\$140,600.00
13	106	to be registered	\$140,600.00
14	106	to be registered	\$140,600.00
15	106	to be registered	\$140,600.00
16	106	to be registered	\$127,500.00
17	106	to be registered	\$134,800.00
18	106	to be registered	\$135,900.00
19	106	to be registered	\$135,900.00
20	106	to be registered	\$143,000.00
1	107	to be registered	\$189,400.00
2	107	to be registered	\$189,500.00
3	107	to be registered	\$185,100.00
4	107	to be registered	\$186,500.00
5	107	to be registered	\$189,700.00
6	107	to be registered	\$191,300.00



7	107	to be registered	\$193,200.00
1	108	to be registered	\$152,500.00
2	108	to be registered	\$151,700.00
3	108	to be registered	\$150,800.00
4	108	to be registered	\$149,400.00
5	108	to be registered	\$147,800.00
6	108	to be registered	\$145,900.00
7	108	to be registered	\$148,000.00
8	108	to be registered	\$145,500.00
9	108	to be registered	\$146,400.00
10	108	to be registered	\$147,400.00
11	108	to be registered	\$144,500.00
12	108	to be registered	\$145,700.00
13	108	to be registered	\$146,500.00
14	108	to be registered	\$146,600.00
15	108	to be registered	\$148,800.00
1	109	to be registered	\$177,100.00
2	109	to be registered	\$210,400.00
3	109	to be registered	\$222,100.00
4	109	to be registered	\$231,400.00
5	109	to be registered	\$188,500.00
6	109	to be registered	\$152,900.00
7	109	to be registered	\$152,900.00
8	109	to be registered	\$152,900.00
9	109	to be registered	\$152,900.00
10	109	to be registered	\$152,900.00
11	109	to be registered	\$152,900.00
12	109	to be registered	\$152,900.00
13	109	to be registered	\$171,300.00
14	109	to be registered	\$188,100.00
15	109	to be registered	\$207,100.00
16	109	to be registered	\$195,100.00
17	109	to be registered	\$170,000.00
18	109	to be registered	\$151,900.00
19	109	to be registered	\$134,300.00
20	109	to be registered	\$134,300.00
21	109	to be registered	\$134,300.00
22	109	to be registered	\$134,300.00
23	109	to be registered	\$148,800.00
24	109	to be registered	\$147,000.00
25	109	to be registered	\$145,500.00
26	109	to be registered	\$151,100.00
<b>Kensington Road</b>			
21	106	to be registered	\$102,200.00
22	106	to be registered	\$95,900.00
23	106	to be registered	\$95,900.00
24	106	to be registered	\$102,200.00

25	106	to be registered	\$99,200.00
26	106	to be registered	\$99,100.00
27	106	to be registered	\$99,200.00
28	106	to be registered	\$99,000.00
29	106	to be registered	\$99,400.00
30	106	to be registered	\$99,200.00
31	106	to be registered	\$99,200.00
32	106	to be registered	\$99,100.00
33	106	to be registered	\$99,300.00
34	106	to be registered	\$99,300.00
35	106	to be registered	\$102,200.00
36	106	to be registered	\$102,200.00
37	106	to be registered	\$102,200.00
<b>Stromberg</b>			
1	111	to be registered	\$168,600.00
2	111	to be registered	\$151,000.00
3	111	to be registered	\$151,000.00
4	111	to be registered	\$151,000.00
5	111	to be registered	\$151,000.00
6	111	to be registered	\$173,400.00
7	111	to be registered	\$189,900.00
8	111	to be registered	\$189,700.00
9	111	to be registered	\$167,500.00
10	111	to be registered	\$156,200.00
11	111	to be registered	\$156,200.00
12	111	to be registered	\$149,500.00
13	111	to be registered	\$149,500.00
14	111	to be registered	\$149,500.00
15	111	to be registered	\$156,200.00
16	111	to be registered	\$149,700.00
17	111	to be registered	\$149,400.00
18	111	to be registered	\$149,700.00
19	111	to be registered	\$156,300.00
20	111	to be registered	\$156,300.00
21	111	to be registered	\$156,300.00
1	112	to be registered	\$159,400.00
2	112	to be registered	\$153,000.00
3	112	to be registered	\$153,000.00
4	112	to be registered	\$146,600.00
5	112	to be registered	\$146,600.00
6	112	to be registered	\$146,600.00
7	112	to be registered	\$153,600.00
8	112	to be registered	\$157,900.00
9	112	to be registered	\$151,400.00
10	112	to be registered	\$151,700.00
11	112	to be registered	\$151,700.00
12	112	to be registered	\$151,500.00

<b>33rd Street</b>			
<b>1</b>	102	102108451	\$131,200.00
<b>2</b>	102	102108451	\$131,200.00
<b>3</b>	102	102108451	\$131,200.00
<b>4</b>	102	102108451	\$131,200.00
<b>5</b>	102	102108451	\$131,200.00
<b>6</b>	102	102108451	\$131,200.00
<b>7</b>	102	102108451	\$129,300.00
<b>9</b>	100	102108451	\$95,900.00
<b>15</b>	100	102108451	\$98,400.00
<b>17</b>	101	102108451	\$137,300.00
<b>30</b>	103	102108451	\$115,300.00
<b>11</b>	102	102108451	\$128,600.00
<b>12</b>	102	102108451	\$126,600.00
<b>13</b>	102	102108451	\$125,700.00
<b>14</b>	102	102108451	\$125,500.00
<b>15</b>	102	102108451	\$126,300.00
<b>75</b>	103	102108451	\$156,600.00

### Kensington Phase 2 – Development Controls

#### 1) Bentley Way, Bentley Court

The following development controls pertain to standard R1A zoned lots, with no roof pitch requirement:

Lots 32 to 61, Block 103, Plan No. to be registered

Lots 15 to 20, Block 106, Plan No. to be registered

Lots 20 to 26, Block 109, Plan No. to be registered

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
  - i. 1,000 square feet in the case of a bungalow or bi-level;
  - ii. 1,200 square feet in the case of a two-storey dwelling;
- b) All dwellings must be constructed with a minimum single-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 3.5 metres wide and 6.0 metres long;
- c) Garages shall not protrude more than 2.4 metres (8 feet) from the facade of any habitable floor area of the dwelling;
- d) On the front building facade, a minimum of two exterior building materials are required, with each material being no less than 100 square feet in area; and
- e) On the front building facade, all trim materials shall provide contrast to the colour of the two exterior building materials being used.

#### 2) Bentley Way and Bentley Court

The following development controls pertain to standard R1A zoned corner lots, with no roof pitch requirement:

Lots 31 and 62, Block 103, Plan No. to be registered

Lot 14, Block 106, Plan No. to be registered

Lot 19, Block 109, Plan No. to be registered

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
  - i. 1,000 square feet in the case of a bungalow or bi-level;
  - ii. 1,200 square feet in the case of a two-storey dwelling;

- b) All dwellings must be constructed with a minimum single-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 3.5 metres wide and 6.0 metres long;
- c) Garages shall not protrude more than 2.4 metres (8 feet) from the facade of any habitable floor area of the dwelling;
- d) On the front building facade, a minimum of two exterior building materials are required, with each material being no less than 100 square feet in area;
- e) On the front building facade, all trim materials shall provide contrast to the colour of the two exterior building materials being used;
- f) On the side building wall, closest to the flanking street or park space, a secondary exterior building material is required, being no less than 40 square feet in area; and
- g) On the side building wall, closest to the flanking street or park space, window and/or door placement shall be provided at an area no less than five percent of the area of the side building wall.

3) Bentley Manor and Stromberg Court

The following development controls pertain to larger lots zoned R1A District:

Lots 2 to 12, Block 106, Plan No. to be registered

Lots 2 to 6, Block 107, Plan No. to be registered

Lots 2 to 7 and 10 to 14, Block 108, Plan No. to be registered

Lots 2 to 17, Block 109, Plan No. to be registered

Lots 2 to 21, Block 111, Plan No. to be registered

Lots 2 to 12, Block 112, Plan No. to be registered

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
  - i. 1,200 square feet in the case of a bungalow, bi-level or split-level dwelling;
  - ii. 1,500 square feet in the case of a two-storey dwelling;
- b) All dwellings must be constructed with a minimum double-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 5.4 metres wide and 6.0 metres long;
- c) The roof of the principal dwelling shall have a minimum 6-in-12 pitch;

- d) On the front building facade, a minimum of two exterior building materials are required, with each material being no less than 100 square feet in area; and
- e) On the front building facade, all trim materials shall provide contrast to the colour of the two exterior building materials being used.

4) Bentley Manor and Stromberg Court

The following development controls pertain to larger corner lots or lots that flank park space zoned R1A District:

Lots 1 and 13, Block 106, Plan No. to be registered  
Lots 1 and 7, Block 107, Plan No. to be registered  
Lots 1, 8, 9 and 15, Block 108, Plan No. to be registered  
Lots 1 and 18, Block 109, Plan No. to be registered  
Lot 1, Block 111, Plan No. to be registered  
Lot 1, Block 112, Plan No. to be registered

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
  - i. 1,200 square feet in the case of a bungalow, bi-level or split-level dwelling;
  - ii. 1,500 square feet in the case of a two-storey dwelling;
- b) All dwellings must be constructed with a minimum double-wide attached garage. The garage must be constructed at the same time as the dwelling is built. Minimum inside dimensions shall be 5.4 metres wide and 6.0 metres long;
- c) The roof of the principal dwelling shall have a minimum 6-in-12 pitch;
- d) On the front building facade, a minimum of two exterior building materials are required, with each material being no less than 100 square feet in area;
- e) On the front building facade, all trim materials shall provide contrast to the colour of the two exterior building materials being used;
- f) On the side building wall, closest to the flanking street or park space, a secondary exterior building material is required, being no less than 40 square feet in area; and
- g) On the side building wall, closest to the flanking street or park space, window and/or door placement shall be provided at an area no less than

five percent of the area of the side building wall.

5) Bentley Court and Bentley Lane

The following development controls pertain to narrow lots zoned R1B District with no roof pitch requirement:

Lots 2 to 6 and 9 to 13, Block 104, Plan No. to be registered

Lots 2 to 6 and 9 to 13, Block 105, Plan No. to be registered

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
  - i. 1,000 square feet in the case of a bungalow or bi-level;
  - ii. 1,200 square feet in the case of a two-storey dwelling;
- b) All dwelling units shall be bungalows, raised bungalows, bi-levels, or two-storeys. Split-level dwellings are not permitted;
- c) All dwellings must be constructed with a concrete garage pad with access from the rear lane only. The concrete garage pad must be constructed at the same time the dwelling is built with a minimum dimension of 6 metres wide and 6 metres long. The concrete pad shall be located at a minimum of 1.2 metres from the rear property line, and include a paved apron that connects it to the property line;
- d) All dwellings shall be constructed with covered front verandas. The minimum width of the front veranda for bungalows and bi-levels shall be half the width of the house facade. Two storey dwellings shall have front verandas across the entire width of the house facade. Verandas shall be partially enclosed with railings and spindles or other type of partial enclosure;
- e) On the front building facade, a minimum of two exterior building materials are required, with each material being no less than 100 square feet in area; and
- f) On the front building facade, all trim materials shall provide contrast to the colour of the two exterior building materials used.

6) Bentley Court and Bentley Lane

The following development controls pertain to narrow corner lots zoned R1B District with no roof pitch requirement:

Lots 1, 7, 8 and 14, Block 104, Plan No. to be registered

Lots 1, 7, 8 and 14, Block 105, Plan No. to be registered

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
  - i. 1,000 square feet in the case of a bungalow or bi-level;
  - ii. 1,200 square feet in the case of a two-storey dwelling;
- b) All dwelling units shall be bungalows, raised bungalows, bi-levels, or two-storeys. Split-level dwellings are not permitted;
- c) All dwellings must be constructed with a concrete garage pad with access from the rear lane only. The concrete garage pad must be constructed at the same time the dwelling is built with a minimum dimension of 6 metres wide and 6 metres long. The concrete pad shall be located at a minimum of 1.2 metres from the rear property line, and include a paved apron that connects it to the property line;
- d) All dwellings shall be constructed with covered front verandas. The minimum width of the front veranda for bungalows and bi-levels shall be half the width of the house facade. Two storey dwellings shall have front verandas across the entire width of the house facade. Verandas shall be partially enclosed with railings and spindles or other type of partial enclosure;
- e) On the front building facade, a minimum of two exterior building materials are required, with each material being no less than 100 square feet in area;
- f) On the front building facade, all trim materials shall provide contrast to the colour of the two exterior building materials used;
- g) On the side building wall, closest to the flanking street or park space, a secondary exterior building material is required, being no less than 40 square feet in area; and
- h) On the side building wall, closest to the flanking street or park space, window and/or door placement shall be provided at an area no less than five percent of the area of the side building wall.

7) Kensington Road

The following development controls pertain to narrow lots zoned R1B District located on a collector roadway:

Lots 22 to 36, Block 106, Plan No. to be registered



- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
  - i. 1,000 square feet in the case of a bungalow or bi-level;
  - ii. 1,200 square feet in the case of a two-storey dwelling;
- b) All dwelling units shall be bungalows, raised bungalows, bi-levels, or two-storeys. Split-level dwellings are not permitted;
- c) All dwellings must be constructed with a concrete garage pad with access from the rear lane only. The concrete garage pad must be constructed at the same time the dwelling is built with a minimum dimension of 6 metres wide and 6 metres long. The concrete pad shall be located at a minimum of 1.2 metres from the rear property line, and include a paved apron that connects it to the property line;
- d) All dwellings shall be constructed with covered front verandas. The minimum width of the front veranda for bungalows and bi-levels shall be half the width of the house facade. Two storey dwellings shall have front verandas across the entire width of the house facade. Verandas shall be partially enclosed with railings and spindles or other type of partial enclosure;
- e) The roof of the principal dwelling shall have a minimum 6-in-12 pitch;
- f) The minimum front yard setback shall be 5 metres;
- g) On the front building facade, a minimum of two exterior building materials are required, with each material being no less than 100 square feet in area; and
- h) On the front building facade, all trim materials shall provide contrast to the colour of the two exterior building materials used.

8) Kensington Road

The following development controls pertain to narrow R1B zoned corner lots located on a collector roadway:

Lots 21 and 37, Block 106, Plan No. to be registered

- a) No dwelling shall be constructed on any of the lots which has an above-grade floor area (excluding attached decks, patios and garages) less than:
  - i. 1,000 square feet in the case of a bungalow or bi-level;
  - ii. 1,200 square feet in the case of a two-storey dwelling;

- b) All dwelling units shall be bungalows, raised bungalows, bi-levels, or two-storeys. Split-level dwellings are not permitted;
- c) All dwellings must be constructed with a concrete garage pad with access from the rear lane only. The concrete garage pad must be constructed at the same time the dwelling is built with a minimum dimension of 6 metres wide and 6 metres long. The concrete pad shall be located at a minimum of 1.2 metres from the rear property line, and include a paved apron that connects it to the property line;
- d) All dwellings shall be constructed with covered front verandas. The minimum width of the front veranda for bungalows and bi-levels shall be half the width of the house facade. Two storey dwellings shall have front verandas across the entire width of the house facade. Verandas shall be partially enclosed with railings and spindles or other type of partial enclosure;
- e) The roof of the principal dwelling shall have a minimum 6-in-12 pitch;
- f) The minimum front yard setback shall be 5 metres;
- g) On the front building facade, a minimum of two exterior building materials are required, with each material being no less than 100 square feet in area;
- h) On the front building facade, all trim materials shall provide contrast to the colour of the two exterior building materials used;
- i) On the side building wall, closest to the flanking street or park space, a secondary exterior building material is required, being no less than 40 square feet in area; and
- j) On the side building wall, closest to the flanking street or park space, window and/or door placement shall be provided at an area no less than five percent of the area of the side building wall.

In addition to the development controls, a separate interest will be registered against the title of each single-family lot with a front attached garage indicating which side of the lot the garage must be placed against. As outlined in the report adopted by City Council on February 27, 2006, the intent of this control is to pair garages together against a common property line in order to provide a better streetscape appearance.

His Worship the Mayor and City Council  
The City of Saskatoon

**REPORT**  
of the  
**EXECUTIVE COMMITTEE**

Composition of Committee

His Worship Mayor D. Atchison, Chair  
Councillor C. Clark  
Councillor T. Davies  
Councillor R. Donauer  
Councillor D. Hill  
Councillor A. Iwanchuk  
Councillor Z. Jeffries  
Councillor M. Loewen  
Councillor P. Lorje  
Councillor E. Olauson  
Councillor T. Paulsen

**1. Financing Growth in the University Heights Sector**  
**(File No. CK. 4131-5)**

- RECOMMENDATION:**
- 1) that the information be received; and
  - 2) that the Administration report back, at the appropriate time, on any updates of securing financial resources for partially funded and unfunded projects, as outlined in the report of the General Manager, Corporate Services Department, dated July 4, 2013.

Attached is a report of the General Manager, Corporate Services Department, dated July 4, 2013, identifying the required infrastructure in the University Heights Sector and the appropriate funding sources.

Your Committee notes that while much of the infrastructure required for this Sector has a funding source, some of it is unfunded. As indicated in the report, Administration is

continuing to refine all cost estimates and determine innovative funding solutions for unfunded or partially-funded infrastructure itemized in the report. It is therefore being recommended that further reports with updates be provided by Administration.

**2. Fall Street Sweeping Pilot Program**  
**(File No. CK. 6315-3)**

**RECOMMENDATION:** that the information be received.

Your Committee is pleased to provide City Council with the following report of the General Manager, Utility Services Department dated September 20, 2013, regarding a Fall Street Sweeping Pilot Program:

**“TOPIC AND PURPOSE**

This report is to provide City Council with the communications plan and Fall Street Sweeping Pilot Program, which includes the development of a centralized information hub and new notification signage.

**REPORT HIGHLIGHTS**

1. A three-week Fall Street Sweeping Pilot Program is scheduled to begin in early to mid-October. It consists of 15 key neighbourhoods located in the river valley target zone, which have a high-density tree canopy over the streets.
2. New ‘No Parking’ notification signs in the form of highly-visible sandwich boards will be placed at key intersections and entrances to the affected neighbourhoods. The signs will be in place a minimum of 24 hours in advance of the scheduled street sweeping and will be promptly removed by a designated crew after the street sweeping is completed.
3. In areas with excessive on-street parking, standard white paper ‘No Parking’ signs will also be posted, and violating vehicles will be relocated AND ticketed.
4. A Street Sweeping Hotline centre will be tested during this pilot program. The function of the Hotline is to manage all inquiries including relocated vehicles locations, program status, phone calls, emails and social media. The Hotline will also generate a status/information report twice daily.

5. An enhanced advertising, media relations and communications plan will advise all residents of the schedule and program information in advance. City Councillors will receive daily updates on the status of the program, including information about inquiries, feedback and any other issues.

### **STRATEGIC GOALS**

The plan supports the Strategic Goals of Moving Around by supporting the 4-year priority to establish service levels for the repair and maintenance of our roads. It also works towards the 4-year priority Strategic Goal of Quality of Life. The plan also supports the Strategic Goal of Continuous Improvement by involving City staff at various stages during the development of the program. The plan is an example of using creative and innovative means to develop a continually improving and evolving program that will meet the needs of the community.

### **BACKGROUND**

On August 12, 2013 a report was presented to the Executive Committee providing information and options regarding how citizens could be notified when their area will be swept or snow cleared and vehicles towed. It was approved by City Council on August 14. The report recommended a pilot study of new neighbourhood signage and courtesy towing. Councillors requested that some of the recommendations be pilot tested during the Fall Street Sweeping Program. The Committee was advised that a communications plan will be brought back for consideration prior to launching the pilot program.

### **REPORT**

#### **Residential Neighbourhood Schedule**

Fifteen neighbourhoods were identified and prioritized based on the density of the tree canopy over the streets and their proximity to the river valley, where leaves and debris are more prone to collect along the curbs. Sweeping cannot occur in subzero weather or with snow on the ground.

The first two weeks of the fall program focuses on the top ten priority 1 neighbourhoods. The third week is flexible and focuses on the five lower priority neighborhoods and will be used to complete any deferred streets from the first two weeks (refer to Attachment 1 - Schedule – Fall Street Sweeping Pilot Program).

#### New Neighbourhood Signage

New portable sandwich board-style 'No Parking' aluminum signs were designed and produced internally through an engaged participation process involving multiple branches. The signs will be posted at two corners of each intersection and the entrances to the neighbourhood at least 24 hours in advance of the scheduled street sweeping.

They will be promptly removed by a designated crew after the street sweeping is completed. The high visibility signs are designed to be reusable year after year and are reversible, so they can also be used for the Snow Clearing Program (refer to Attachment 2 – Neighbourhood Street Sweeping Sign).

#### Approach to Ticketing and Towing

The fall program is a hybrid, as it will occur before bylaw updates, yet the sandwich boards will be available and utilized.

In areas where historically door hangers were used and tickets not issued, the sandwich boards only will be used. The signs will be posted at least 24 hours in advance, and violating vehicles will be relocated but not ticketed.

In areas that were historically posted with on-street no-parking signs, both the traditional gate-and-white-paper signs as well as the new sandwich boards will be used. They will be posted 36-48 hours in advance of the scheduled street sweeping and will be promptly removed by a designated crew after the street is cleaned. Violating vehicles will be relocated and ticketed.

#### Street Sweeping Hotline

The purpose of the Street Sweeping Hotline is to create a centralized location to provide readily accessible, accurate and current information about the program. All inquiries related to the Fall Street Sweeping Pilot Program will be directed through the Hotline at 306-975-7656 or [streetsweep@saskatoon.ca](mailto:streetsweep@saskatoon.ca). Information the Hotline manages will include location of towed vehicles, street sweeping status and program details. The Hotline will also respond to calls, emails, inquiries through the website and comments and questions through the City's Twitter and Facebook profiles. The goal is to provide a consistent customer experience, no matter what information is requested. The Hotline staff will also be collecting feedback and inviting customers to take an online or telephone survey following the fall program.

The concept of a centralized information hub was identified through an extensive continuous improvement exercise that looked at the customer service, operations

and communications activities as a whole to determine the most efficient way for information to be collected and shared (refer to Attachment 3 - Continuous Improvement Model - Fall Street Sweeping Pilot Program).

#### Advertising, media relations and communications

Radio and print advertising will begin at the beginning of October in order to promote the schedule and Street Sweeping Hotline prior to the program being initiated. It will continue throughout the Fall Street Sweeping Pilot Program along with timely PSAs, social media posts, updates to the online iMap and twice daily email updates. A news conference and news release will launch the advertising campaign. It will be the public face of the new Fall Street Sweeping Pilot Program.

To prepare the Mayor and Councillors for inquiries there will be two daily program updates. In addition, they are able to contact the Street Sweeping Hotline through the direct phone number 306-975-7656 and email [streetsweeping@saskatoon.ca](mailto:streetsweeping@saskatoon.ca) for current information. Anticipated questions and responses are provided as Attachment 4.

### **OPTIONS TO THE RECOMMENDATION**

An alternate option to the proposed Fall Street Sweeping Pilot Program is to conduct the program as other traditional roadways programs.

### **FINANCIAL IMPLICATIONS**

The Fall Street Sweeping Pilot Program is funded through the Storm Water Utility Program. The purpose of the program is to improve drainage and reduce catch basin blockages from organic debris that may cause flooding during the spring snowmelt.

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

Residents provided feedback throughout the Spring Street Sweeping Program about scheduling and communications. Based on this, a flexible, transparent and customer-friendly program was developed. The new signage was designed and produced in-house, with input and participation from multiple branches.

As this is a pilot of some new programs and tools, community feedback is key to measuring its success and identifying areas that require improvement. Street Sweeping Hotline staff will ask up to five (5) questions from callers who have used

the Hotline. In addition, a telephone survey of up to two hundred (200) affected residents will be done at the completion of the program. Post-fall program feedback will also be collected through the City's new online engagement tool, which will be available October 28.

### **COMMUNICATION PLAN**

*News Conference/News Release/PSA* – A news release will be issued to media at a news conference during the first week of October detailing the program and promoting the website and Street Sweeping Hotline for information. A PSA reminder will be distributed on the first and second Friday with the following week's schedule.

*Print Ads/Daily Radio Ads* – Advertisements will remind residents of the neighbourhood schedule, how they can locate their vehicle if it was towed, and provide key program information, including the contact information for the Street Sweeping Hotline and request for feedback.

*Online* – Fall Street Sweeping Pilot Program information, including the schedule, frequently asked questions and an interactive map, will be available on the website by September 30 and updated daily during the program.

*Twitter and Facebook Messages* – The City will provide 3-4 daily reminders to residents about the neighbourhoods being swept that day and the next day. Webmail, email and Facebook/Twitter comments will be answered by the Street Sweeping Hotline staff within a defined time.

### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

Upon completion of the Fall Street Sweeping Pilot Program, the project coordination team will collect feedback at various touch points and report back to City Council. The report will focus on the program findings, lessons learned and recommendations. If successful the pilot study will continue into the 2013/14 Snow Clearing Program. A report will be presented at the November 25, 2013 Executive Committee meeting.

### **ENVIRONMENTAL IMPLICATIONS**

The environmental implications will be developed following the pilot program, at which time further detail will be known.



**ATTACHMENTS**

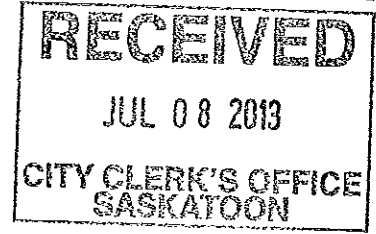
1. Schedule - Fall Street Sweeping Pilot Program
2. Neighbourhood Street Sweeping Sign
3. Continuous Improvement Model - Fall Street Sweeping Pilot Program
4. Frequently Asked Questions - Fall Street Sweeping Pilot Program”

Respectfully submitted,

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His Worship Mayor D. Atchison, Chair

4131-5 1.



TO: Secretary, Executive Committee  
FROM: General Manager, Corporate Services Department  
DATE: July 4, 2013  
SUBJECT: Financing Growth in the University Heights Sector  
FILE NO: CS.4131-1

- RECOMMENDATION:** that this report be submitted to City Council recommending:
- 1) that the information be received; and
  - 2) that the Administration report back, at the appropriate time, any updates of securing financial resources for the partially funded and unfunded projects listed in this report.

**TOPIC AND PURPOSE**

The purpose of this report is to identify the required infrastructure in the University Heights Sector and the appropriate funding sources. While much of the infrastructure required for this Sector has a funding source, some of it is unfunded. This report outlines the Infrastructure investment required, and available funding sources.

This report identifies the initial capital costs of infrastructure required to accommodate new population and development; it does not address all ongoing operations, maintenance, or replacement costs.

**REPORT HIGHLIGHTS**

In order to provide servicing and access for future city growth, the University Heights Sector, like any development area, will require significant, incremental investment in infrastructure over the course of its development. Much of the infrastructure costs are funded through prepaid service rates imposed on development to cover the cost of direct and off-site services. Other necessary and recommended infrastructure such as the North Commuter Bridge, the Civic Services Facility and a Fire Hall are partially funded or unfunded.

**STRATEGIC GOAL**

This project supports the four-year priority of developing funding strategies for capital expenditures under the Strategic Goal of Asset and Financial Sustainability.

**BACKGROUND**

Saskatoon's rapid growth in the past five years has resulted in a significant increase in the pace of development. There are 16 square kilometres of unserviced land remaining in the University Heights Sector which, at full build-out, will provide 12,308 additional dwelling units for an estimated additional population of 28,131 people. The first residential lots are targeted for sale in 2015.

The University Heights Suburban Development Area is bounded by 14<sup>th</sup> Street and College Drive on the south, the South Saskatchewan River on the west, City limits on the north, and the University of Saskatchewan's Kernen Crop Research Farm on the east.

## **REPORT**

In order to provide servicing and access for future city growth, the University Heights Sector, like any development area, will require significant, incremental investment in infrastructure over the course of its development. Much of the infrastructure costs are funded through prepaid service rates imposed on development to cover the cost of direct and off-site services. Other necessary and recommended infrastructure such as the North Commuter Bridge, the Civic Services Facility and a Fire Hall are partially funded or unfunded. When infrastructure is partially funded or unfunded, the Administration works to identify and secure funding sources. Funding sources typically include changes to prepaid service rates, special assessments, developer contributions, public-private partnerships, and senior government funding.

Financing Growth in the University Heights Sector (Attachment 1) serves as a companion document to the University Heights Sector Plan Amendment, which was previously submitted by the Future Growth Section of the Planning and Development Branch, Community Services. The purpose of the report is to identify the required infrastructure in the University Heights Sector and the appropriate funding sources. While much of the infrastructure required for this Sector has a funding source, some of it is unfunded. The report outlines the infrastructure investment required, and available funding sources.

This report identifies the initial capital costs of infrastructure required to accommodate new population and development; it does not address on-going operations, maintenance or replacement costs.

## **OPTIONS TO THE RECOMMENDATION**

There are no options.

## **POLICY IMPLICATIONS**

There are no policy implications.

## **FINANCIAL IMPLICATIONS**

Key funded infrastructure that is necessary to begin the development in the University Heights Sector includes:

- a) Primary water mains;
- b) Sanitary and storm trunk sewers, and a storm sewer pond; and
- c) Arterial roadways.

In addition to the funded infrastructure projects, a portion of the infrastructure projects necessary to begin development is unfunded. The unfunded infrastructure projects necessary for initial development in the University Heights Sector include:

- a) North Commuter Parkway;
- b) North Commuter Parkway Bridge;
- c) Central Avenue and Attridge Drive intersection upgrade;
- d) Development of the Northeast Swale multi-use trails and riverbank trails;  
and
- e) Civic Services Facility.

All infrastructure itemized in this report are, or will be, part of the City's Capital Budget, or five-year capital plan submissions. The Capital Budget will require City Council approval before proceeding. The Administration is continuing to refine all cost estimates and determine innovative funding solutions for unfunded or partially funded infrastructure itemized in the report.

#### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

No public or stakeholder involvement is required at this time.

#### **COMMUNICATION PLAN**

Upon approval by City Council, all City mapping will be updated to reflect the Sector Plan Amendment, the Sector Plan Amendment report, and the Financing Growth in the University Heights Sector report will be posted on the City's website.

When funding is received from the Federal and Provincial Governments for the North Commuter Bridge, a major public event and announcement will be held.

#### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

Administration will report back, at the appropriate time, any updates of securing financial resources for the partially funded and unfunded projects listed in this report.

#### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

#### **PRIVACY IMPACT**

There are no privacy implications.

#### **SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

CPTED reviews are not required for Financing Plans.

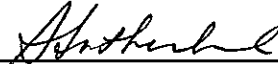
**PUBLIC NOTICE**


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

**ATTACHMENT**

1. Financing Growth in the University Heights Sector

Written by: Linda Andal, Financial Policy and Strategy Analyst

Approved by:   
Skelley Sutherland, A/General Manager  
Corporate Services Department  
Dated: July 5, 2013

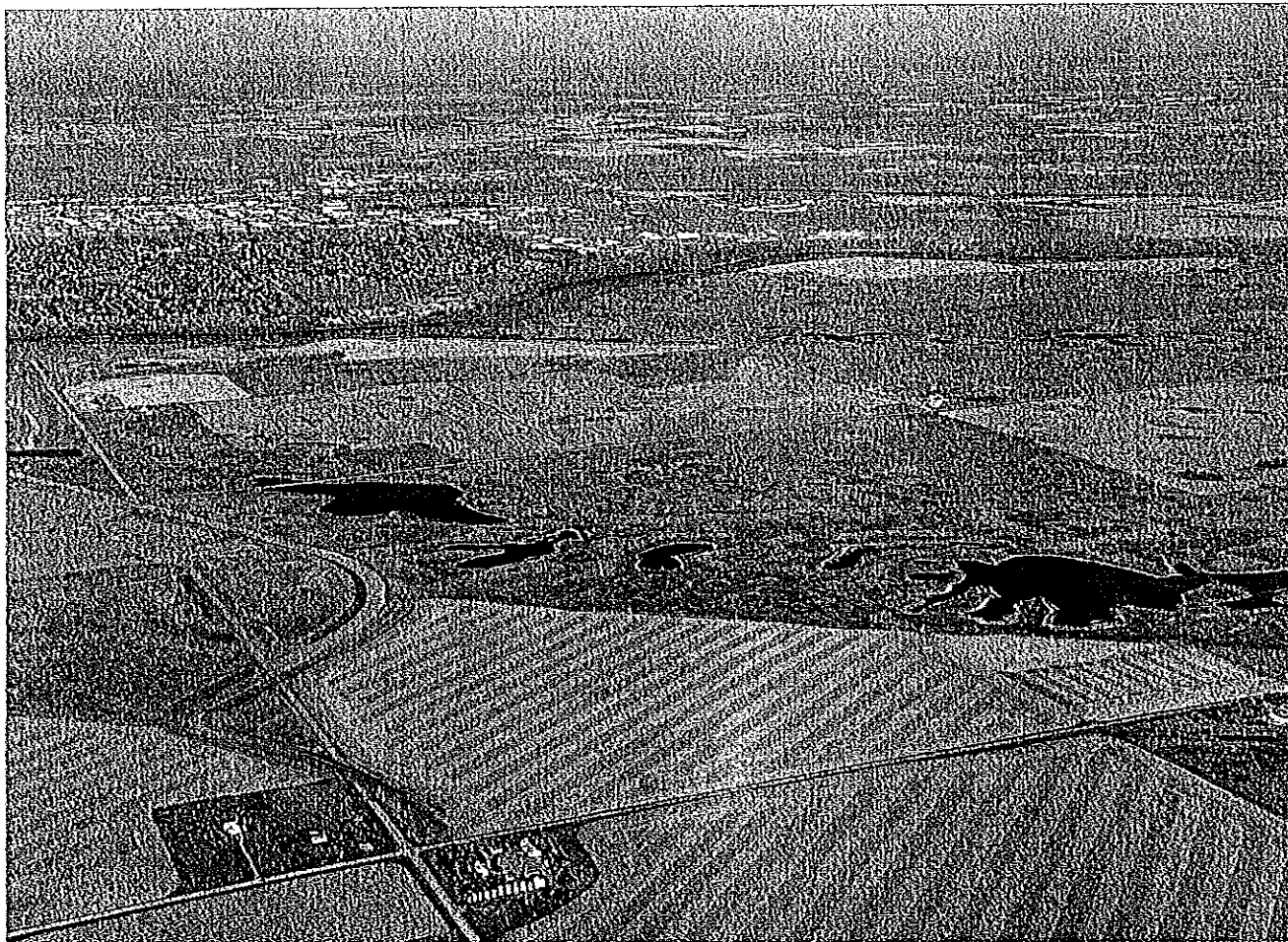
Approved by:   
*for* Murray Totland, City Manager  
Dated: July 5, 2013

cc: His Worship the Mayor  
Exec University Hgts Sector Finance.doc



# Financing Growth in the University Heights Sector

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## At A Glance

University Heights Suburban Development Area will have:

- Nine neighbourhoods - two future, six existing, and one currently under development;
- At full build-out the two future neighbourhoods will:
  - Provide an estimated 12,308 dwelling units;
  - Increase the population by 28,131 (estimate); and
  - Provide 8,256 jobs (estimate).

## **Sector Vision**

The vision for this Sector is to develop interconnected, human scale neighbourhoods featuring a variety of housing forms and a mixture of land uses, along with a high-quality employment area and a vibrant Mixed-use Core. This Sector will promote transportation options including walking, bicycling and transit, while still accommodating the private automobile.

## **Ownership**

Ownership in this Sector is comprised of the City of Saskatoon (City), the University of Saskatchewan, Agriculture and Agri-Food Canada and private land holdings. To date, the remaining 16 square kilometres of unserviced land in this Sector are owned by groups with land development interests. At current rates of development, the Sector will provide land for decades of growth. The first residential lots are targeted for sale in 2015.

## **Purpose of This Report**

The purpose of this report is to identify the required infrastructure in this Sector and the appropriate funding sources. While much of the infrastructure required for this Sector has a funding source, some of it is unfunded. This report outlines the Infrastructure investment required, and available funding sources

This report focuses only on infrastructure and services that are the responsibility and under the control of the City. This report identifies the initial capital costs of infrastructure required to accommodate new population and development; it does not address all ongoing operations, maintenance, or replacement costs.

## **Introduction**

While the growth in the University Heights Sector will contribute to economic development, a broader tax base, and quality of life, it will not come cost-free. There will be significant costs for the City as more people put demands on infrastructure, both existing and new. The City, and its property tax base are already under pressure to deliver a wide range of services while aging infrastructure also needs to be maintained. Growth imposes costs on the City as it demands the construction of new infrastructure, and the expansion of existing service levels. Development of this Sector will require a significant infrastructure investment both up front and over time as the area builds out. This infrastructure has a high capital cost and a very long useful life.

## **Determining Appropriate Funding**

The process of matching infrastructure and services with the appropriate funding mechanism involves determining who should pay and how much. Based on the benefits principle, the answer is whoever benefits from the infrastructure or service is the one who should pay. How much each beneficiary should pay is equal to the benefit they receive.

Previously, the funding mechanism for the capital costs of new infrastructure required due to growth has been funded by prepaid service reserves, property taxes, and senior levels of government. A pressure to keep property taxes as low as possible, and the uncertainty of the level of future funding from senior government, has challenged the City to identify additional funding sources.

### Prepaid Service Reserves/Rates (Levies)

Prepaid service rates (levies) are costs to the developer when servicing new land, which are ultimately absorbed by the new home owner as these costs are included in the price of their lot. Developers cannot keep simply adding the prepaid service levy to the price of a new lot, because in a competitive market, unless they can achieve a reasonable profit, they will not initiate new projects. The key is to keep the prepaid service levies low in comparison to the lot price.

Prepaid service rates are divided into two major servicing categories: direct services, which benefit the frontage of new property; and offsite services, which benefit the neighbourhood or catchment area as a whole. The prepaid service rates have been established on the premise that new development should pay the cost of the services provided. Prepaid service rates are set annually and are intended to reflect the true capital costs of the infrastructure required by new developments. This aligns with the benefits principle as these charges reflect only the benefits received.

### Property Tax

While prepaid service reserves provide a source of funds for the infrastructure required for the subdivision to develop, there are no levies collected for capital costs for infrastructure affected by growth such as overpasses, fire halls, or transit buses. The ongoing responsibilities for maintaining, operating, and replacing these services are borne by the citizens through property taxes. Property taxes are the main source of City revenue and are needed for operating costs.

A small portion of property taxes have already been designated for City-wide capital expenditures required due to growth. Projects such as the Shaw Centre, parts of River Landing, and interchanges at Circle Drive and 22<sup>nd</sup> Street, and Circle Drive and Attridge Drive were all funded by mill rate supported debt. Future City-wide projects that will be supported by mill rate debt are Police Headquarters and the Remai Art Gallery of Saskatchewan. When debt is issued, the repayment from the taxpayer occurs over time which allows for the matching of the payment for the infrastructure with the consumption of the benefit. Based on the benefits principle, all residents receive a benefit from these projects listed above, regardless of whether they use them or not, therefore, all residents should help pay for them through property taxes.



## Federal Government

The Federal Government recently announced a Long Term Infrastructure Fund – the *New Building Canada Plan*. This new funding program will be launched in 2014-15 and will provide long-term, predictable funding to build roads, bridges, public transit and other public infrastructure. Administration is currently developing a list of projects to submit under this funding program.

## Provincial Government

Previously the Provincial Government, through the Ministry of Government Relations, has provided infrastructure funding by providing a matching portion of the *Building Canada Plan*. There have been no announcements to date as to whether the Province will match the *New Building Canada Plan*.

## **Additional Funding Source**

### Neighbourhood Land Development Fund

As a land developer, the City has profited from the sale of land through its Land Bank Program. In the past City Council has approved that these funds can, and should, be used to provide a source of funds for infrastructure investment, incentives/assistance for developments within older areas of the city, and for reducing the pressures on the mill rate.

Approved City Council reports to date have committed over \$65 million of Willowgrove and Hampton Village profits to various capital projects and contributions to the operating budget.

As reported in the Financing Growth in the East Sector report, the profits from Evergreen will be distributed to the Civic Facilities Funding Plan, Property Realized Reserve for future land purchases and to the North Commuter Parkway Project. Additionally, some of the profits from Evergreen will be required to offset any anticipated cash flow issues arising from the strain on the prepaid service reserves over the next ten plus years. This strain is a result of commencing development in three development areas at one time, with two of these areas requiring significant entry costs due primarily to sanitary sewer and transportation infrastructure. The value and timing of this potential deficit in the prepaid service reserves will vary depending on the actual cost of various projects, timing of monies paid back to these reserves, and the priority of construction identified for projects. When the prepaid service reserves reach a point where they are once again self-balancing, the Evergreen profits can be allocated.

The next profits that will be available for allocation will be from the Rosewood and Kensington neighbourhoods. The Land Branch's ownership in these neighbourhoods is 16% and 40% respectively. The proforma's for these neighbourhoods will be presented to the Land Bank Committee in the near future. Any profits received from these neighbourhoods will be placed in the Neighbourhood Land Development Fund and allocated as per the Neighbourhood Land Development Guideline adopted by City Council at its November 26, 2012 meeting.

## Infrastructure Investment

The infrastructure listed in this section represents all of the identified needs required to accommodate new population and development. The cost of this infrastructure is matched with those who receive the benefit. This includes new residents (through prepaid service levies), the developer (through Sector-specific charges), and the current residents of Saskatoon by way of property taxes.

### 1. Transportation

Transportation is the movement of automobiles, bicycles, buses, and people from one location to another using transport infrastructure. This infrastructure begins with back alleys, local roads, collector streets, sidewalks, and streetlights (direct services) which are paid for, in this Sector, directly by the developer. It continues on to arterial roads and interchanges that are funded from the offsite levies collected from the developer at time of subdivision.

1. **Arterial Roads** provide the transportation network between neighbourhoods that benefit the residents within the development area; therefore, the residents should pay for this.

**Funding Source: Prepaid Service Reserves – Offsite**

2. **Complete Streets** refer to streets that cater to the needs of all users, including pedestrians, transit riders and motorists, no matter their age or ability. Complete streets mean that streets will be focused on making them safe, practical and appealing for all methods of transportation. This concept is an enhancement to the arterial roadway and is not covered by the prepaid service levies.

**Funding Sources: Developer Contribution – Sector-specific charge**

This development continues with the concept of complete streets which is beyond the current arterial road standard for which prepaid levies fund. To date, no standard has been developed for a complete street. Further discussions with the land development industry should take place. Administration, while negotiating the Servicing Agreements with the land developers when Neighbourhood Concept Plans are filed, will include the additional cost for complete streets.

3. **North Commuter Parkway** will link the Marquis Industrial area with the University Heights area, providing relief to the existing Circle Drive Bridge. The river bridge will function as an arterial bridge similar to the existing University and Broadway Bridges. It will provide for commuter traffic between east side neighbourhoods and the employment area in the north end.

The North Commuter Parkway Project will consist of the design and construction of approximately 9.3 kilometres of arterial roadways and a river bridge. The river bridge and portion of arterial roadway located west of the bridge, connecting the bridge to

Wanuskewin Road, will be constructed as a six-lane arterial roadway to accommodate ultimate development conditions. East of the river bridge, the arterial roadway will transition to five-lanes to the intersection with Central Avenue. The remainder of the arterial roadways connecting McOrmond Drive and Central Avenue will be constructed as four-lane arterial roadways. Improvements to the intersection of Attridge Drive and Central Avenue are also included. This project is estimated to cost \$195 million.

**Funding Source:** Funding for this project is dependent on significant financial partnerships with senior levels of government. At its June 17, 2013 meeting the Executive Committee resolved: That the Administration continue to pursue all available funding for this project from the Federal and Provincial Governments.

Administration has submitted an application to PPP Canada for funding of 25 per cent of this projects' direct construction cost. PPP Canada will now conduct a multi-phase process that assesses the merit of this application against all other applications it received during this call. Only projects that meet the eligibility requirements and show the greatest potential to advance as P3's will be screened in. If this project is not screened into the Business Case Development Phase there is a potential for an application to be made under the new Building Canada Plan. This new funding program will not be 'application ready' until April/May, 2014 at the earliest.

4. **Northeast Swale** – The City and Meewasin developed The Northeast Swale Development Guidelines 2012 report which determined that this ecological area should be left as a natural area with wetlands. Meewasin has prepared the Northeast Swale Resource Management Plan and is interested in managing this swale as part of their Conservation Zone. In addition to the Northeast Swale area, the riparian transition area from natural area to urban development was identified and called the northeast Swale Greenway (Greenway). The Greenway is made up of three zones: Ecological Buffer Zone, Trail Zone and Transition Zone.

**Funding Source:** Meewasin Valley Authority Northeast Swale Resource Management Plan.

Administration will be discussing options with Meewasin Valley Authority for funding the short and long-term maintenance costs for the Northeast Swale and Greenway as shown in the Northeast Swale Development Guidelines, 2012.

5. **Transit** – The design of this Sector, including the location and design of the arterial roadways, and the location, type and density of development is intended to support frequent high-quality transit service which in turn encourages the use of transit ridership and supports the development of a new Rapid Transit system.

**Funding Source:** Rapid Transit is currently being developed as part of the City's Integrated Growth Plan.

6. **Multi-use Trails** – The existing trail network should be extended through this Sector as each neighbourhood builds out. These trails will link to neighbourhood amenities, schools, parks, swales and natural areas along the River. These trail extensions will extend the east network crossing the river at the North Commuter Parkway Bridge. The trail crossing at the North Commuter Parkway Bridge will tie the east and west Meewasin trails with the Trans Canada Trail along Wanuskewin Road and providing an opportunity to connect the Wanuskewin Heritage Park into the trail networks in the future.

**Funding Source: Developer Contribution – Sector-specific charge and North Commuter Parkway project.**

The North Commuter Parkway project will construct the required multi-use pathways associated with the required road network.

The Meewasin trails will require funding. The final design and cost will be determined during the Neighbourhood Concept Plan process. This is a new service standard and is not reflected in the prepaid service levies. Administration will include discussions related to funding of this infrastructure with land developers in this Sector.

## 2. Water and Sewer

The purpose of waterworks is to deliver clean, safe, potable drinking water to each household and business at an acceptable water pressure. The waterworks system is comprised of: the distribution system that delivers water from the transmission system to the property (direct services paid directly by the developer), the transmission system which takes water from the water reservoir and delivers it to the distribution system (offsite services), and the water reservoir which stores the water until it is needed by the transmission system.

1. **Primary Water Main** – This Sector will be serviced by a primary water main extended from Central Avenue into the Sector. A second water main will be extended from proposed Water Reservoir south of the Evergreen Neighbourhood.

**Funding Source: Prepaid Service Reserves – Offsite**

2. **Water Reservoir** – A future 3 hectare (7.5 acre) site has been designated south of the Evergreen Neighborhood. This reservoir will be required to supply the increased demand for potable water from all the neighbourhoods in the Sector. The reservoir will be supplied by a 1,050 millimetre fill main from Central Avenue. The timing for this reservoir will depend on growth and must be built in conjunction with Aspen Ridge.

**Funding Source:** Currently, upgrades or new utility infrastructure is paid for by user fees; however further to the Civic Services Review, Administration is in the process of reporting to City Council on shifting these costs to the Prepaid Service Levies.

3. **Sanitary Sewer System** - The existing sanitary sewer system uses a gravity trunk along Attridge Drive and another along Central Avenue. Aspen Ridge will require a lift station and a force main along Fedoruk Drive to the Central Avenue trunk connection.

Neighbourhood UH3 will be serviced by a new sanitary trunk river crossing. The exact location and timing of this construction will be determined as growth demands.

**Funding Source: Prepaid Service Reserves – Offsite**

4. **Storm Sewer System** - The purpose of a storm water sewer system is to allow safe drainage and prevent flooding. The infrastructure required to allow for drainage from the home, and prevent flooding, is new pipes and laterals in the subdivision (direct services paid by the developer), and the new trunks required to connect the laterals to the existing trunk storm sewer system (offsite services).

The trunk storm sewer system in this Sector will have a conventional underground design, as well as storm ponds, including the use of the wetlands in the Northeast Swale and Small Swale where appropriate. Forebays, which are a type of settling pond, will also be used where appropriate.

**Funding Source: Prepaid Service Reserves – Offsite**

### 3. Recreation

#### 1. Parks – Neighbourhood, District, and Multi-District

Parks provide space for public outdoor sport and recreation, while providing protection of the natural environment and contributing to the environmental health of our communities. A neighbourhood park is centrally located within a neighbourhood, and is designed for families, young children, and informal use such as picnics. Sportsfields are free to users and may accommodate some intra-neighbourhood league play.

A district park is intended to serve four or five neighbourhoods, and accommodate active and passive recreation and emphasize the athletic needs of high-school students. There is a charge to book and use sportsfields in these parks. A multi-district park emphasizes structured sports and sportsfields which are suitable for international competitions. There are booking charges associated with using these fields.

This infrastructure benefits the residents within the direct neighbourhoods and the Suburban Development Area as a whole; therefore, the residents should pay for this.

**Funding Source: Prepaid Service Reserves – Offsite**

#### 4. Protective Services

##### 1. Police Officers, Vehicles, and Equipment

The service level required by police is influenced almost entirely by population growth, and is insensitive to new residential development. According to the 2011 Municipal Services Benchmark Project Report, 1 police officer is required for every 525 residents. Based on the projected additional population (28,131 people) for the remaining two neighbourhoods, a total of 54 new officers will be required. Furthermore, based on today's standards (1 car per 8 officers), 6 to 7 vehicles will also be required. Both the new officers and vehicles would be phased-in based on the actual population growth within the Sector.

At the time of this report, the new Police Headquarters is currently under construction. As this new facility will be built to serve a population of 350,000 residents, another police station will not be required to accommodate the growth in this Sector.

Based on the benefits principle, all residents receive a benefit from police services, regardless of whether they use it or not, therefore, all residents should pay for this service.

**Funding Source: Property Taxes**

##### 2. Fire Stations, Vehicles, and Equipment

Fire's requirement, based on National Fire Protection Standards, is a response time of four minutes. This is accomplished by establishing a geographical grid that meets the standard response time. This grid is obviously sensitive to the size of a subdivision, the design of the roadway system and the number of entrances into a subdivision, and not the population or density of the subdivision.

Saskatoon Fire and Protective Services are currently conducting modelling for this Sector and the East Sector. The results of this modelling will help determine where to best place a new fire station. Based on recent construction costs of the Lakewood Fire Hall, the total expected cost is estimated at \$6.0 million including land and equipment. This cost does not include any new operating costs or salaries for the new firefighters.

Based on the benefits principle, all residents receive a benefit from fire services, regardless of whether they use it or not, therefore, all residents should pay for this service.

**Funding Source: Property Taxes or Neighbourhood Land Development Fund**

There is currently a funding plan in place for two Fire Halls. One is located in Hampton Village the other is either in the East Sector or University Heights Sector.

## 5. Waste and Recycling

This service is influenced completely by household unit growth and not by population growth.

Based on the benefits principle, all residents receive a benefit from waste and recycling initiatives, regardless of whether they use it or not, therefore, all residents should pay for this service.

**Funding Source:** Currently Solid Waste is being funded by property taxes. Administration is investigating the establishment of a utility. Recycling is being charged to homeowners by way of utility bills.

## 6. Civic Services Facility

Development of this Sector will require the relocation of the City's snow handling site and a number of other City sites on Central Avenue. A permanent Civic Services Facility which includes a snow handling facility and an earth fill site would allow the City to provide a location in the north east to clear priority roads in the winter and stockpile roadway material in the summer without having to commute to civic facilities west of the River.

A location for a snow handling facility or combined snow handling facility, material handling and storage yards requires:

- 35.5 hectares (88 acres) of land;
- suitable road access;
- access to the existing stormwater management system;
- adequate separation from significant wetlands; and
- adequate separation from residential development.

The permanent snow handling facility will require a storm water discharge to the storm water trunk system.

**Funding Source:** Administration is currently developing a funding plan for the Civic Services Facility. Two possible sources are Neighbourhood Land Development Fund or future Gas Tax Fund.

**Schedule - Fall Street Sweeping Pilot Program**

**Priority 1 Neighbourhoods**

- Day 1: WARD 1 City Park (Even Avenues)  
WARD 6 Nutana BID (Avenues)
- Day 2: WARD 6 Buena Vista  
WARD 2 SIAST
- Day 3: WARD 6 Nutana BID (Streets)  
WARD 6 Varsity View (Avenues north of 14<sup>th</sup> Street)
- Day 4: WARD 1 City Park (Odd Avenues)  
WARD 2 Holiday Park
- Day 5: WARD 6 Nutana Residential  
WARD 6 Varsity View (Streets north of 14<sup>th</sup> Street)
- Day 6: WARD 1 City Park (Streets)  
WARD 1 North Park  
WARD 1 Richmond Heights
- Day 7: WARD 6 Varsity View (Avenue and Streets south of 14<sup>th</sup> Street)  
WARD 2 Riversdale
- Day 8: WARD 2 Caswell Hill

**Priority 2 Neighbourhoods** (To be scheduled, weather depending)

- WARD 7 Exhibition
- WARD 4 Westmount
- WARD 1 Mayfair
- WARD 6 Haultain
- WARD 7 Queen Elizabeth



## Neighbourhood Street Sweeping Sign

\* Note: This image does not reflect the actual background colour, which is the standard yellow used for "Warning" signs.

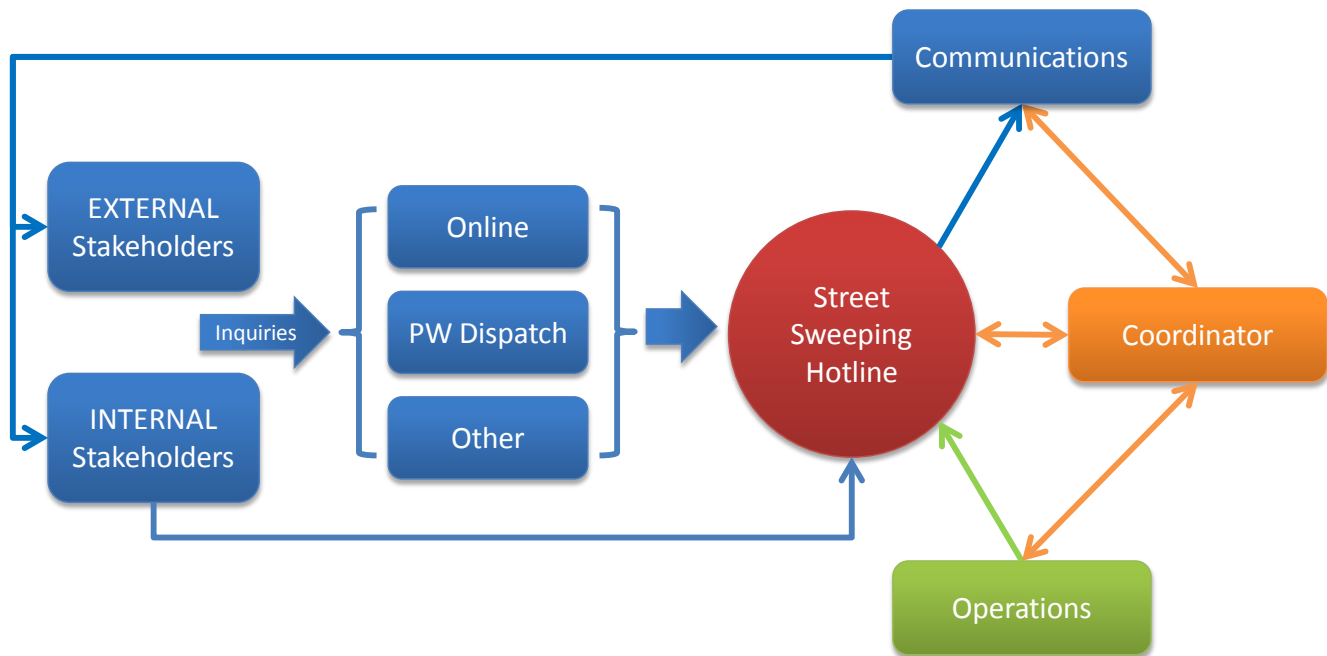
### Sign Properties:

- 24" wide x 36" high x 2mm thick aluminum
- Dual program sign: Double sided "Street Sweeping" and "Snow Clearing"
- High visibility, yellow reflective background (for day time and night time use)
- Magnetic label for each day of the week
- Flexible magnetic backing behind magnets (aluminum is not magnetic)
- Heavy duty reversible handle
- Approximately 15 lbs
- Chain with clasp for sign stability (will allow to easily reverse sign position)
- Field Friendly
- Constructed in-house by the sign shop



Continuous Improvement Model – Fall Street Sweeping Pilot Program

**Street Sweeping Program – Fall 2013**  
**Continuous Improvement Model**



## Frequently Asked Questions – Fall Street Sweeping Pilot Program

### **Why is the City of Saskatoon sweeping streets this fall?**

The City intends to reduce the amount of leaves and debris that impede drainage in the spring. Melting snow reveals a great deal of fall and winter debris, and washes it towards the catch basins. Catch basins that become blocked cause flooding and other serious hazards.

### **Why is the City using new signs instead of the door hangers to notify residents of the street sweeping schedule?**

Door-to-door notification has historically been used to notify neighbourhood residents of upcoming street sweeping. Problems exist when drivers from other neighbourhoods park their vehicles, without knowledge or warning of the street sweeping program. This method offers a wider audience than the previous door hangers.

### **When will the streets be swept?**

The Fall Street Sweeping Pilot Program is a weather dependent, three-week program, beginning in mid-October. City crews plan to clean streets Monday to Thursday each week (except Thanksgiving Day Statutory Holiday October 14). [Click here to see the condensed Fall Street Sweeping schedule.](#)

### **How can I find out when my street will be cleaned?**

The City is pilot testing new signage to notify residents and visitors of the sweeping date for each neighbourhood. Sandwich board 'No Parking' and date signs will be placed at the entrance to and at key intersections within the neighbourhood a minimum of 24 hours in advance. **Residents WILL NOT receive a door hanger.** For streets with excessive on-street parking supplementary 'No Parking' signs will be posted along your street 36-48 hours in advance. For the date noted on the signs, ensure that your vehicles are parked off-street between the hours of 5:00 a.m. and 7:00 p.m.

### **How can I request that my neighbourhood be added to the schedule for street sweeping this fall?**

The schedule for sweeping this fall is already completed. Given the short window between when the leaves drop and when the snow falls, the City identified and prioritized 15 neighbourhoods for a condensed street sweeping schedule. [Click here to see the condensed Fall Street Sweeping schedule.](#)

**Why isn't my street on the schedule for street sweeping in October? How did the City select the neighbourhoods on the schedule?**

Fifteen neighbourhoods were identified and prioritized based on the density of the tree canopy over the streets and their proximity to the river valley, where leaves and debris are more prone to collect along the curbs. Once the first ten Priority 1 neighbourhoods are swept, the remaining five Priority 2 neighbourhoods will be swept. Sweeping cannot occur in subzero weather or with snow on the ground. If these conditions are present, the program will be deemed complete.

The first two weeks of the schedule focus on Priority 1 neighbourhoods. The third week is flexible and will focus on lower priority neighbourhoods as well as completing any deferred streets from the first two weeks of the program.

**What happens if a neighbourhood is not completed on the scheduled date? Will sweepers be back to finish my street and others that were missed in the neighbourhood?**

Streets or neighbourhoods that are scheduled for the first two weeks (Priority 1) and are deferred will be made up on designated makeup days in the third week of the schedule if weather permits. This may mean a neighbourhood originally scheduled for the third week is removed from the schedule. New signage will be in place to notify residents of the rescheduled date.

If a street is missed in a neighbourhood that is otherwise complete and you think it was overlooked, please call the Street Sweeping Hotline at 306-975-7656 or [streetsweep@saskatoon.ca](mailto:streetsweep@saskatoon.ca) to report it.

**Why do I have to remove my vehicle from the street?**

To help our work crews carry out a thorough clean-up, the City of Saskatoon relies on residents to remove vehicles from streets scheduled for cleaning. Once you have moved your own vehicles out of the sweeping area, please notify any neighbours who may have forgotten about the date posted on the residential sandwich board signs.

**What happens if I leave my vehicle on the street when the cleaning equipment comes to sweep my street?**

The City will be relocating any vehicle that is parked on a street scheduled for sweeping. Vehicles must be removed by 5:00 a.m. on the scheduled day, as indicated on the new sandwich boards positioned at corners throughout the neighbourhood.

Streets with excessive on-street parking will have supplementary 'No Parking' signs posted along the street. Vehicles in violation will receive a ticket AND be relocated to a nearby street or adjacent neighbourhood. These notices will be posted 36-48 hours in

advance of the scheduled sweeping day and be removed once the street has been cleaned. [Refer to the Schedule of 'No Parking' Sign Locations.](#)

**I have no driveway or back laneway, where should I park my vehicle while my street is being cleaned?**

The City recognizes the inconvenience this may cause. To ensure a clean sweep, residents may have to park vehicles outside of the scheduled area for the day. Once the street is cleaned, the 'No Parking' signs will be removed and vehicles can return.

**How do I know which streets will have parking tickets issued to vehicles left on the street when the sweeping is scheduled?**

Streets with excessive on-street parking will have 'No Parking' signs posted along the street and vehicles in violation will receive a ticket AND be relocated to a nearby street or adjacent neighbourhood. These notices will be posted 36-48 hours in advance of the scheduled sweeping day and be removed once the street has been clean. [Refer to the Schedule of 'No Parking' Sign Locations.](#)

**How do I know if a street in a neighbourhood that I visit is scheduled for street sweeping?**

New sandwich board signs will be positioned at corners throughout the neighbourhoods scheduled to be swept. The date and time for No Parking in the neighbourhood will be clearly indicated. In addition, the schedule is available on the website and reminder messages will be issued through the City's Facebook and Twitter profiles, as well as advertised with radio and print ads. [Refer to the condensed Fall Street Sweeping schedule.](#)

Streets with excessive on-street parking will have supplementary white paper 'No Parking' signs posted along the street. Vehicles in violation will receive a ticket AND be relocated to a nearby street or adjacent neighbourhood. These notices will be posted 36-48 hours in advance of the scheduled sweeping day and be removed once the street has been clean. [Refer to the Schedule of 'No Parking' Sign Locations.](#)

**Will street sweepers maneuver around parked cars on scheduled streets or will they be towed?**

Vehicles that remain on the street in a scheduled neighbourhood at 5:00 a.m. will be relocated to a nearby street or an adjacent neighbourhood. Streets with excessive on-street parking will have supplementary white paper 'No Parking' signs posted along the street. Vehicles in violation will receive a ticket AND be relocated to a nearby street or adjacent neighbourhood. These notices will be posted 36-48 hours in advance of the scheduled sweeping day and be removed once the street has been clean.

### **What is a Courtesy Tow? Where will a vehicle be towed to?**

For the fall program, a courtesy tow is defined as the relocation of a vehicle to a nearby street or adjacent neighbourhood. The vehicle may receive a parking ticket if the requirements of the City bylaw are met, as determined by the type of sign used.

Highly-visible sandwich-board 'No Parking' signs will be used at key intersections and entrances to the affected neighbourhoods. They will be in place a minimum of 24 hours in advance of the scheduled street sweeping and will be promptly removed by a designated crew once the street is cleaned. During the fall pilot program, violating vehicles will be relocated and not ticketed. If the fall pilot program is successful, a new bylaw can be pursued and tickets would be given to violators.

Standard white paper 'No Parking' signs will be posted, as per the existing City bylaw. They will be posted 36-48 hours in advance of the scheduled street sweeping and will be promptly removed by a designated crew after the street is cleaned. Violating vehicles will be relocated AND ticketed.

The City is pilot testing a courtesy tow program in order to more efficiently clear the streets of vehicles. Vehicles that remain on the street in a scheduled neighbourhood at 5:00 a.m. will be relocated to a nearby street or an adjacent neighbourhood. Drivers may call the Street Sweeping Hotline to learn the location of their vehicle at 306-975-7656 or [streetsweep@saskatoon.ca](mailto:streetsweep@saskatoon.ca). Hotline staff is available between 7:00 a.m. and 9:00 p.m. Monday to Friday and will respond to emails within two hours during those hours. For after-hour inquiries, please call the Public Works customer service representatives at 306-975-2476.

### **How do I contact the Street Sweeping Hotline?**

For information about the City's fall street sweeping program, contact the Street Sweeping Hotline at 306-975-7656 or [streetsweep@saskatoon.ca](mailto:streetsweep@saskatoon.ca). Hotline staff is available between 7:00 a.m. and 9:00 p.m. Monday to Friday and will respond to emails within two hours during those hours. For after-hour inquiries, please call the Public Works customer service representatives at 306-975-2476.

### **The Street Sweeper went around my parked car. Are they coming back?**

Since crews continue sweeping for their full shift, they are sometimes able to carry out preliminary sweeping in unscheduled neighbourhoods. Even though it may not be immediate, your street will ultimately be fully swept if it was regularly scheduled, with advance notice given.

### **Will the City be cleaning leaves and debris off sidewalks?**

The City cleans sidewalks on major roadways, but asks that residents help keep our city looking beautiful by sweeping up leaves and debris from residential sidewalks and driveways.

**Will streets with heavy dirt from new construction be cleaned this fall?**

There is currently nothing in place to clean these streets. The City is investigating a process to work with contractors to remove debris left on roadways from construction.

**How many streets are cleaned in total?**

The Fall Street Sweeping Pilot Program schedule is condensed covering 15 neighbourhoods and 2,364,000 m<sup>2</sup> of roadway.

**How much will the Fall Street Sweeping program cost?**

The fall street sweeping program is funded through the Storm Water Utility program. The intent is to reduce the amount of leaves and debris that impede drainage in the spring. Catch basins that become blocked cause flooding during the snowmelt. The cost to operate two crews for 12 days is \$200,000 (four days per week for three weeks).

**How many street sweepers does the City have?**

The City of Saskatoon - Public Works Branch has a fleet of 12 street sweepers. Two crews of three sweepers each will be dedicated to the residential sweeping each day, with back-up sweepers available as required.

**Why does the schedule only show Monday to Thursday street sweeping?**

There is one daily shift of two crews allocated for each week of the fall street sweeping program. These crews work extended hours for four days.

**Will the street sweepers be cleaning at night?**

The Fall Street Sweeping Pilot Program is not expected to extend past 7:00 p.m. each day.

**COMMUNICATIONS TO COUNCIL**

**MEETING OF CITY COUNCIL – MONDAY, OCTOBER 7, 2013**

**A. REQUESTS TO SPEAK TO COUNCIL**

**1) Sharon Schaefer, dated September 23**

Requesting permission to address City Council with respect to the custodial contract at the new police station. (File No. CK. 600-5)

**RECOMMENDATION:**      that Sharon Schaefer be heard.

**2) David Gray, President, Creative Outdoor Advertising, dated October 1**

Requesting permission to address City Council with respect to RFP 13-0427 – Bus Stop Shelters/Benches and advertising. (File No. CK. 7311-4)

**RECOMMENDATION:**      that, during consideration of Clause F1, Administrative Report No. 16-2013, David Gray be heard.



**B. ITEMS WHICH REQUIRE THE DIRECTION OF CITY COUNCIL**

**1) Daisy Lieu, Saskatoon Santa Claus Parade Chair, dated September 15**

Providing information on the 23<sup>rd</sup> Annual Saskatoon Santa Claus Parade being held on November 17, 2013, at 1:00 p.m. (File No. CK. 205-1)

**RECOMMENDATION:** that the information be received.

**2) Debbie Murphy, Office & Program Manager, The Partnership dated September 20**

Requesting Mr. Terry Napper, (alternate Ms. Della Keen) be appointed to The Partnership Board of Management, replacing Ms. Sher Fleming. (File No. CK. 175-4-8)

**RECOMMENDATION:** that Mr. Terry Napper, (alternate Ms. Della Keen) be appointed to The Partnership Board of Management, replacing Ms. Sher Fleming.

**3) Carmen Bartko, dated September 21**

Commenting on concerns with bicycles on busy streets and sidewalks. (File No. CK. 5300-5)

**RECOMMENDATION:** that the information be received.

**4) Jeff Macdonald, dated September 22**

Offering support to City Council on civic issues. (File No. CK. 150-1)

**RECOMMENDATION:** that the information be received.

**5) Sharon Elder, dated September 22**

Commenting on bridges. (File No. CK. 6050-8)

**RECOMMENDATION:** that the information be received.

**Items Which Require the Direction of City Council**  
**Monday, October 7, 2013**  
**Page 2**

**6) Lee Smith, dated September 26**

Commenting on future use of the Traffic Bridge. (File No. CK. 6050-8)

**RECOMMENDATION:** that the information be received.

**7) Mike Velonas, Manager of Planning and Conservation, MVA  
dated September 13**

Requesting that Alan Otterbein be appointed to the Visual Arts Placement Jury, as the representative of the MVA, replacing Mike Velonas. (File No. CK. 175-44)

**RECOMMENDATION:** that Alan Otterbein be appointed to the Visual Arts Placement Jury, as the representative of the MVA, replacing Mike Velonas.

**8) Gilles Dorval, dated September 30**

Requesting a temporary closure of 23<sup>rd</sup> Street, between 3<sup>rd</sup> and 4<sup>th</sup> Avenues, on Friday, October 25, 2013, from 6:00 a.m. to 3:00 p.m. for the Aboriginal Flag Raising Event. (File No. CK. 6295-1)

**RECOMMENDATION:** that the request for a temporary closure of 23<sup>rd</sup> Street, between 3<sup>rd</sup> and 4<sup>th</sup> Avenues, on Friday, October 25, 2013, from 6:00 a.m. to 3:00 p.m. for the Aboriginal Flag Raising Event be approved subject to any administrative conditions.

**9) Wendy Warner, dated September 24**

Commenting on proposed strip club regulations. (File No. CK. 4350-25)

**10) Yolanda van Petten, dated September 24**

Commenting on proposed strip club regulations. (File No. CK. 4350-25)

**RECOMMENDATION:** that the letters be considered together with Clause A3 of Administration Report No. 16-2013.

**Items Which Require the Direction of City Council**  
**Monday, October 7, 2013**  
**Page 3**

**11) Letters Regarding Prayer**

The following writers commented on prayer at civic events: (File No. CK. 100-1)

- Reg Lukiwski, dated September 29
- Larry and Frances Stang, dated September 30
- Chelsea Engel, dated September 30
- Allen Lewis, dated September 30
- Caroline Walker, dated September 30
- David Schreiner, dated October 1
- Nick James, dated October 1

**RECOMMENDATION:** that the information be received.

**C. ITEMS WHICH HAVE BEEN REFERRED FOR APPROPRIATE ACTION**

**1) Walter Katelnikoff, President, Holiday Park Community Association dated September 10**

Requesting the creation of an inner-city recreation Centre. (File No. CK. 610-1) (Referred to the Administration for inclusion in the file on the matter.)

**2) Anatolie Bitca, dated September 18**

Commenting on traffic on Stonebridge Common. (File No. CK. 6320-1) (Referred to the Administration for further handling and to respond to the writer.)

**3) Steve and Teresa Gilroy, dated September 18**

Commenting on the need for a sound attenuation wall. (File No. CK. 375-2) (Referred to the Administration for further handling and to respond to the writer.)

**4) Vivian Mahoney, dated September 18**

Commenting on alley grading. (File No. CK. 6315-1) (Referred to the Administration for information.)

**5) Emile Begin, dated September 18**

Commenting on fluoride. (File No. CK. 7920-1) (Referred to the Administration for inclusion with previous correspondence from the writer.) The referenced attachments are not being reproduced but are available electronically from the City Clerk's Office.

**6) Anita Hrytsak, dated September 19**

Requesting information on bylaws. (File No. CK. 150-1) (Referred to the Administration to respond to the writer.)

**7) Ernie and Annabelle Krahn, undated**

Commenting on conditions at a snow dump. (File No. CK. 6290-1) (Referred to the Administration for further handling and to respond to the writer.)

**Items Which Have Been Referred for Appropriate Action**  
**Monday, October 7, 2013**  
**Page 2**

**8) Brent Tarry, dated September 20**

Commenting on recent traffic survey. (File No. CK. 6330-1) **(Referred to the Administration for further handling and to respond to the writer.)**

**9) Al Lozinsky, dated September 23**

Commenting on recycling bins. (File No. CK. 7830-5) **(Referred to the Administration for further handling and to respond to the writer.)**

**10) Hisham Elshoni, dated September 23**

Commenting on parking tickets received. (File No. CK. 6120-1) **(Referred to the Administration for further handling and to respond to the writer.)**

**11) Russell East, dated September 23**

Commenting on over-crowded buses. (File No. CK. 7310-1) **(Referred to the Administration for further handling and to respond to the writer.)**

**12) Brittany Hadley, dated September 24**

Commenting on the traffic lights at 33<sup>rd</sup> Street and Ontario Avenue. (File No. CK. 6250-1) **(Referred to the Administration for further handling and to respond to the writer.)**

**13) Wayne Powers, dated September 24**

Commenting on loud motorcycles. (File No. CK. 375-2) **(Referred to the Administration to respond to the writer.)**

**14) Matthew Bernard, dated September 25**

Commenting on future use of the Mendel Art Gallery Building. (File No. CK. 620-4) **(Referred to the Administration for further handling and to respond to the writer.)**

**Items Which Have Been Referred for Appropriate Action**  
**Monday, October 7, 2013**  
**Page 3**

**15) John and Heather Perret, dated September 25**

Commenting on the median at Clarence Avenue and Main Street. (File No. CK. 6320-5)  
**(Referred to the Administration for further handling and to respond to the writer.)**

**16) Michael Brown, dated September 26**

Commenting on the grading of an alley. (File No. CK. 6315-1) **(Referred to the Administration for appropriate action and to respond to the writer.)**

**17) Ronald Huber, dated September 27**

Commenting on the custodial contract for the new police building. (File No. CK. 600-5)  
**(Referred to the Administration for further handling and to respond to the writer.)**

**RECOMMENDATION:** that the information be received.

**D. PROCLAMATIONS**

**1) Mark Regier, Chief Executive Officer, Prairieland Park, dated September 23**

Requesting City Council proclaim January 13 to 16, 2014 as Agriculture Business Awareness Week. (File No. CK. 205-5)

**2) John Parry, Vice-President, UNAC-Saskatoon, dated September 29**

Requesting City Council proclaim October 24, 2013 as United Nations Day and asking for a flag raising. (File No. CK. 205-5)

- RECOMMENDATION:**
- 1) that the request for a flag raising be approved subject to any administrative conditions;
  - 2) that City Council approve all proclamations as set out in Section D; and
  - 3) that the City Clerk be authorized to sign the proclamations, in the standard form, on behalf of City Council.

600-5

AD

RECEIVED  
SEP 23 2013  
CITY CLERK'S OFFICE  
SASKATOON

**From:** Schaefer, Sharon (IS - Facilities)  
**Sent:** Monday, September 23, 2013 1:36 PM  
**To:** City Council  
**Subject:** Item for discussion

Hi  
I would like to present a conversation about the request for proposals for the contracting out of the custodial at the New Police Station. I would like to be placed on the agenda to present this conversation. If you require more information please feel free to contact me thru email or at home 306 2426950.

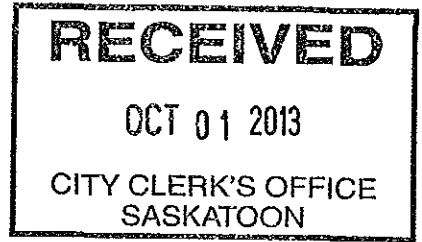
Thanks  
Sharon D. Schaefer

2420 Metrose Ave  
S7J0V5



7311-4 Aa)

**From:** CityCouncilWebForm  
**Sent:** October 01, 2013 4:30 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

David Gray  
2402 Stouffville Rd  
Gormley, Ontario  
L0H1G0

EMAIL ADDRESS:

[davidgray@creativeoutdoor.com](mailto:davidgray@creativeoutdoor.com)

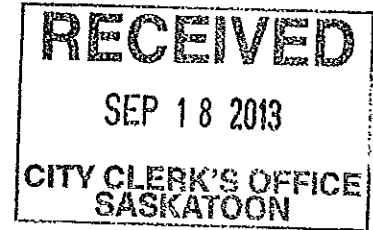
COMMENTS:

I would like to address Council at the next meeting Monday October 7th 2013 regarding the award of RFP 13-0427 Bus Stop Shelters/Benches and Advertising.

Thank you.

David Gray.  
President  
Creative Outdoor Advertising

205-1 (B1)



September 15, 2013

To the City Council of Saskatoon:

This letter is to inform you of our 23<sup>rd</sup> annual Saskatoon Santa Claus Parade that will be held on Sunday, November 17, 2013 beginning at 1 p.m.

Downtown Saskatoon will come alive with the sights and sounds of Christmas during this event. This year's parade theme, "Candy Canes and Christmas Carols" will fill the eyes of Saskatoon children with wonder and delight for Santa and his gifts.

A wide variety of colorful and festively decorated floats will range from musical marching bands and dancers to horse drawn entries and community groups.

The parade route starts on 19<sup>th</sup> Street East and Third Avenue South, and winds its way north up Third Avenue to 23<sup>rd</sup> Street and over to First Avenue, and back down to 19<sup>th</sup> Street.

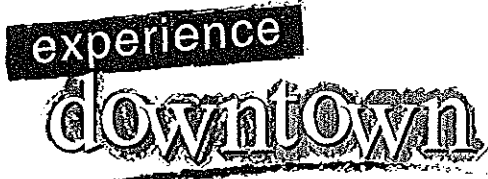
As this has been a successful endeavor for the past 21 years, we would like to thank the City of Saskatoon for your continued support!

If you have any questions or concerns, please contact us.

Warmest Regards,

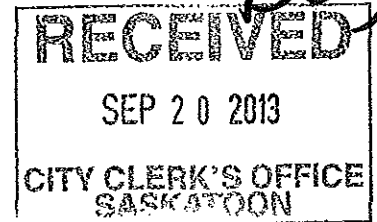
Daisy Lieu  
Saskatoon Santa Claus Parade Board Chair  
[dliu@20vic.com](mailto:dliu@20vic.com)  
306-665-4822





**THE PARTNERSHIP**

Saskatoon Downtown Business Improvement District



September 20, 2013

Office of the City Clerk  
City of Saskatoon  
222 Third Avenue North,  
Saskatoon, SK S7K 0J5

**ATTENTION: City Clerk**

**RE: Board of Management Appointment**  
**Mr. Terry Napper – Midtown Plaza – General Manager**  
**Ms. Della Keen – Midtown Plaza - Alternate**

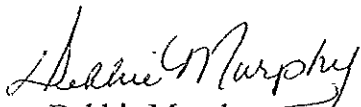
Please be advised that *The Partnership* Board of Management made a motion to approve the appointment of Mr. Terry Napper, General Manager of Midtown Plaza and have his alternate attend in his absence, Ms. Della Keen, Specialty Leasing Manager of Midtown Plazas to The Partnership Board. Both Mr. Napper and Ms. Keen meet the criteria for membership on *The Partnership* Board of Management and we respectfully request their affirmation.

The new appointments will fill the recent vacancy left by Ms. Sher Fleming of Midtown Plaza.

If you have any questions, or if we can be of further assistance, please do not hesitate to contact the undersigned by calling our office at 664-0711.

Thank you for your attention to this matter.

Sincerely,

  
Debbie Murphy  
Office & Program Manager

DLM/

5300-5  
B3

**From:** CityCouncilWebForm  
**Sent:** Saturday, September 21, 2013 9:02 AM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Carmen Bartko  
#4 - 2 Anderson Crescent  
Saskatoon , Saskatchewan  
S7H3Z8

EMAIL ADDRESS:

[carmenbartko@hotmail.com](mailto:carmenbartko@hotmail.com)

COMMENTS:

Hello all! I am writing with concern regarding bicycles riding on sidewalks, especially on busy streets. Yesterday I was driving down 8th street waiting to make a left hand turn at a busy intersection. I finally get a lull in traffic to do so, and bam! - out of no where there's a bike in front of me riding through the crosswalk. Had I been going faster, I would have hit him.

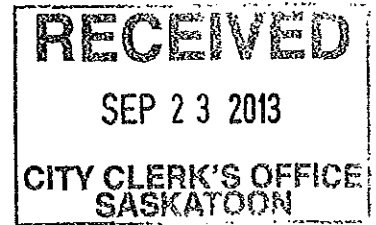
I am SOOOOOO annoyed with bikers riding down busy streets and on sidewalks without helmets, I might add. They don't watch for traffic. Furthermore cars are already watching for traffic in 3 directions without much attention for bikes.

I think bikes should be banned from 8th street and other major streets.

Sincerely,  
Carmen Bartko

B4) 150-1

**From:** CityCouncilWebForm  
**Sent:** Sunday, September 22, 2013 7:29 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Jeff Macdonald  
915 6th street  
Saskatoon, Saskatchewan  
S7h1c8

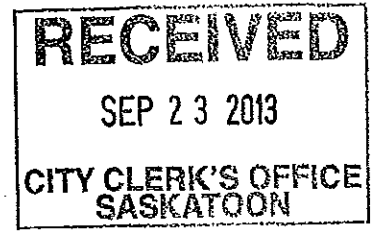
EMAIL ADDRESS:

COMMENTS:

Hello, I'm just writing to express support of council. I see many letters in the Star Phoenix and even independent home made billboards on lawns to the effect of, "roads not monuments". I think the city is in need of both, and building and maintaining roads at the expense of beatification is pointless. I like parks, statues, trees, and art galleries. Thank you.

6050-8  
BS

From: CityCouncilWebForm  
Sent: Sunday, September 22, 2013 2:43 PM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Sharon Elder  
~~152-1004~~ 1709 Shannon Cres.  
saskatoon, Saskatchewan  
S7H 5N9

EMAIL ADDRESS:

bselder@usa.net

COMMENTS:

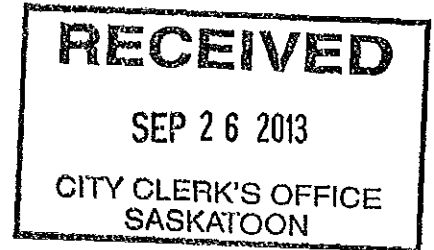
I am 100% in support of a "Park Bridge" between Victoria Ave and River Landing.  
Realty...

1. The Traffic Bridge has been closed for 3+ years - people have coped as have emergency vehicles with no appreciable drop in service
2. It will be 3+ years before a replacement bridge (of any kind) is open, odds are that there will be bridge closures in the near future. It may inconvenience a few travellers but people will find ways to cope.
3. Another traffic bridge will hugely detract from River Landing, for which vast amounts of tax payer dollars have been spent to enhance, promote and maintain.
4. Self-motivated transport is sustainable, healthier, easier on infrastructure, less pollution, less noise, increases social interaction and is affordable for everyone
5. The growing demographic is that the elderly will outnumber the young very soon, if not already and driving will not be feasible. There is an urgent need for a workable & affordable transit system as well as facility for safe places to walk, cycle, wheel chair etc.
6. There are 5 bridges for traffic, having 1 bridge for alternate transport is past due.
7. A north bridge will serve many more communities than another bridge to the downtown, use my tax dollars where they will do the greatest good.
8. As the Saskatoon Cycles Bike Valet Coordinator, it has become very clear that about 1/2 of the valet users have been first time users. Of the 28 events the valet served in 2013, 13 were in the River Landing area (Jazz, Taste of Sask, Dragon Boat Races etc). A Park Bridge would have greatly enhanced these events to increase attendance and provide safe, easy travel. Cycle use is growing exponentially. With safe, workable bike lanes (Blairmore Parkway is neither) an even greater number of cyclists will be on the roads.

As a cyclist, a pedestrian and a driver, as the situation requires, I fully support the Park Bridge as a step toward sharing and respecting requirements of everyone and making this city "user friendly".

6050 B6) L8

**From:** CityCouncilWebForm  
**Sent:** September 26, 2013 2:45 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Lee Smith  
220-212 10th St E  
Saskatoon, Saskatchewan  
S7N 2T6

EMAIL ADDRESS:

ltorviksmith@gmail.com

COMMENTS:

The following letter may be viewed as a PDF, with proper formatting, here:  
<https://dl.dropboxusercontent.com/u/58501200/Bridge%20Letter%20to%20Council.pdf>

Dear Saskatoon Mayor and Council:

Attending the rally for a motor-free Victoria Bridge on September 15th (I prefer not calling it "Traffic Bridge" for reasons which will become obvious) was an extremely elating experience for me and everyone involved, I'm sure. Shared love for our city, its people, its parks, its history, and, above all, its oldest and most centralized bridge practically radiated from our sun-kissed skin that day.

Imagining the possibilities of the future of that river crossing was a source of endless excitement. Just picture it: an awe-inspiring, people-filled bridge connecting two beautiful parks over a beautiful river, its striking architecture (perhaps in a style that pays homage to the existing bridge's iconic appearance) featuring prominently in promotional photographs, on postcards, and in the background of countless photos of smiling faces. Cyclists move gracefully through the dedicated central portion of the bridge, while people of all ages mill about at their own pace on the raised outer strips, taking their time with the picturesque views, or walking directly to their destination in River Landing, downtown, Rotary Park, or Nutana.

This elation and pride in my city quickly keeled over and died upon reading in the StarPhoenix that Mayor Atchison evidently has no plans of considering the option of a motor-free central urban bridge for our fair city. (This is, disappointingly, despite the majority of public opinion in favour of a motor-free bridge, as found by City-commissioned researchers. More on that later.)

My first rational thought, after suppressing my overlapping feelings of heartbreak, frustration, and anger, was simply "Why?" And I could not come up with an objectively rational answer. Oh, "answers" did abound, of course. But not any grounded in rationality. If you will bear with me, I'd like to systematically refute the reasons given by Mayor Atchison for his staunch dedication to a

replacement vehicle bridge and to exhibit beyond any doubt the irrationality of such a stance, as well as, rather more importantly, the patent rationality of a motor-free Victoria Bridge.

Reason #1: Because it will help alleviate traffic congestion. "Those concerned about carbon emissions from vehicles should think about the vehicles backed up on the existing bridges."

Retort:

(A) The Stantec study commissioned by the City itself in May 2010 reported that a replacement vehicle bridge would have little to no effect on mitigating traffic congestion, and would in fact make it worse on 3rd Ave and 19th St. To quote the study: "Under typical traffic conditions both at present and in the future the effect of removing vehicular traffic from the Traffic Bridge is minimal with respect to the other river crossing bridges. Therefore, the bridge is not needed for vehicular traffic assuming that all other river crossings are operating normally."

(B) We've actually managed just fine in the three years we've now faced without the bridge in terms of "congestion," compared to cities with much worse congestion problems like Calgary, Toronto, Los Angeles, etc. The "congestion" we're seeing now is simply the result of something we're all familiar with called population growth, and we are certainly not the first city facing this issue.

(C) Any educated urban planner can tell you that providing more space for cars, particularly during a boom or period of growth, does absolutely nothing for "easing" traffic problems. It only allows them to get worse. It's like trying to lose weight by loosening your belt. It is by far one of the best examples in North American land use practice of a problem that is continually worsened due to mostly good intentions married with ignorance. The only effective method for reducing urban automobile congestion that we know of is the committed provision of a wide variety of transportation choices, to ensure that driving is never the only practical option. "Committed" is the key term in that sentence, as half-hearted bicycle sharrows and a lackluster transit system leave much to be desired.

(D) In direct response to the passage quoted above ("Those concerned about carbon emissions from vehicles should think about the vehicles backed up on the existing bridges"): As has been proven by the City's own study, a replacement vehicle bridge will not help to move traffic on those bridges any faster, and even if it did, it would still be putting more vehicles on our roads and in our downtown, increasing carbon emissions and increasing congestion. You cannot build your way out of traffic. Traffic follows roads.

Reason #2: Because we've got to include everyone on our bridges, not excluding any party. Cyclists think they're being excluded.

Retort:

(A) This is completely missing the point, and undermines the intention of the incredibly successful rally and the associated movement. Everyone knows a replacement vehicle bridge would have space for cars and for pedestrians/cyclists, just like all of our bridges. Cyclists will obviously not be "excluded" in the most technical sense with a standard vehicle bridge. This is not the issue. The issue is the timely seizure of opportunity: opportunity both for the liveability and urban quality of life for Saskatoon's current and future citizens and visitors, as well as the opportunity for Saskatoon to be recognized on the national and international stage, attract foreign talent and investment, and maybe win an award or two. There is also the significant opportunity to save several millions of dollars.



(B) Cyclists and pedestrians may not be technically "excluded" from our current bridges, in the most rudimentary engineering and policy sense, but the perception is that they are far from welcome - particularly cyclists. They are marginalized; an afterthought; an addendum to the top priority that is vehicle traffic. I invite any Councillors or the Mayor himself to ride a bicycle on the narrow pedestrian pathway of the Senator Sid Buckwold Bridge during afternoon rush hour, as I do every single day, and report back with how "welcome" they felt doing it. After the first near-miss with the side mirror of a high-speed semi, or the first drive-by soaking from the many on-road puddles, you may regret not having attended the rally.

(C) Furthermore, it is absolutely not the case that cyclists and pedestrians want a bridge "all to themselves," as if they are some greedy minority group; it is simply that the small-"c" city of Saskatoon inherently wants and deserves a people-friendly bridge connecting her two most central urban parks across her picturesque river. She just wants to connect people and places in an enjoyable way. The best way to get from beautiful Rotary Park to beautiful River Landing on a sunny Sunday is absolutely not to get in your car and drive. It is to walk, bicycle, rollerblade, jog, push a wheelchair, longboard, skip with your children, bump into a friend and chat, snap some leisurely photos, sip a coffee, enjoy the fresh air, and any multitude of basic human activities, all while safely traversing a quiet, friendly bridge at your own pace. Remember that we are all people; every single one of us is and always will be a "pedestrian" - and none of us are automobiles. Yes, a motor-free bridge will exclude motor vehicles by definition (although not necessarily emergency vehicles, addressing one of Mayor Atchison's other concerns) - but it is justified in this case due to the fact that motor vehicles are already the wide-spread bullies of our public roadways. It's time to let the little guys (the non-polluting, non-space hogging people of our great city) have a safe space of their own.

Reason #3: It has been decided twice now that a replacement vehicle bridge will happen. The decision has been made.

Retort:

(A) This flies directly in the face of public opinion, 57% of which was in favour of a motor-free bridge according to the public consultation exercise that formed a part of the City-commissioned study by Stantec. It is certainly not the job of Mayor and Council to completely ignore not only public opinion, but the results of their own research. (Several online opinion polls over the past few years, including most recently on CKOM.com, corroborate.)

(B) The only reason, as far as I can surmise, that all motor-free options for the bridge were completely dismissed was because the Sid Buckwold Bridge was unfortunately under construction at the time the Victoria Bridge was suddenly closed for safety reasons. This made citizens, and Council, fearful of not being able to get around by car very easily. This caused a minor panic, and resulted in the complete elimination of any motor-free options for the Victoria Bridge, despite those options being the most favoured. It was a hasty, panicked decision and should not govern our direction moving forward. To lead by rash panic is not to lead at all. Commitment to a bad decision does not show political strength; it shows a bull-headed unwillingness to adapt, often at the expense of the public good.

Reason #4: We want the downtown to be alive after 5 PM; we want residency in the downtown; we want the downtown to thrive.

Retort:

(A) This is another example of very good intentions coupled with poor execution due to ignorance. Absolutely we want our downtown to be alive, vibrant, people-filled, safe, and enjoyable for a minimum of 18 hours a day. And this is why we need a motor-free bridge bringing people into it from Nutana and from Rotary Park. It is a fundamentally understood principle of urbanism that vibrancy, life, and activity of a city centre comes from pedestrians, not vehicles (in fact, vehicles have the opposite effect). Cities around the world have understood this for decades, and we are falling behind. People are not going to dislike the idea of visiting, working, or living downtown simply because one out of our four central river crossings does not allow vehicles (hint: it currently doesn't allow vehicles either). A motor-free Victoria Bridge will not kill any vibrancy of the downtown - we've technically had a "motor-free Victoria Bridge" for three years now, and investment in the downtown has only been increasing. Vehicles will always be able to access the downtown - over the three current bridges that allow them to do so. A motor-free bridge connecting Victoria Ave (already a relatively cycling- and pedestrian-friendly street) and 3rd Ave (a central downtown corridor) will only encourage more people (i.e. human beings; pedestrians; the things that make downtowns great) to enter into the downtown, not less.

(B) On a related note, it is perhaps now prudent to point out the fallacy of trying to combine a lively, vibrant, enjoyable downtown with a downtown that is also friendly to motor vehicles. They are incompatible. Cities with great and famous downtowns (New York City or Vancouver, for instance) are notorious for their vehicle-unfriendliness, but are lively, vibrant, touristy, lived-in, and otherwise people-friendly nonetheless. Cities with downtowns that are great for driving and parking vehicles have unenjoyable, empty, unsafe, unattractive, and non-residential downtowns. Examples of the latter abound, but are far less famous precisely for the reasons just listed. (Tulsa, OK; Milwaukee, WI; Houston, TX; Dallas, TX; Atlanta, GA; Cleveland, OH.) We should be striving for Saskatoon's downtown to move in the direction of a New York or a Vancouver, not a Tulsa or a Houston. And that requires that we challenge our love affair with unrestricted private vehicle mobility, and discover a love for people with their feet (and non-motorized wheels) on the ground.

(C) Consider the festival and event opportunities afforded or provided by a pedestrian bridge connecting into the downtown over the Meewasin Valley and our most central park spaces. Imagine a fireworks festival, sidewalk sale, dragonboat race, walk/run/marathon event, food or cultural festival, parade, rally, or any other countless central city events (in which Saskatoon is well-versed), with the helpful inclusion of a pedestrian bridge overlooking or participating in all of them. These sorts of events are definitively excellent for bringing life, vibrancy, and expendable income into the downtown.

Answer #5: Winter. (I don't believe the Mayor explicitly provided this particular answer, but I'll include it here and refute it all the same, just in case.)

Retort:

(A) A common claim is that a motor-free bridge will only be used in sunny weather and will sit untouched for half the year. There is a mostly-inaccurate perception in Saskatoon (likely due to the severity of certain winter days) that unbearable winter weather occurs for 6 months out of 12. This is simply not the case. There are really only 20-40 days out of the winter months that could be considered "unbearable" (i.e. snowstorms/blizzards, minus-40 temperatures, etc.) This only represents about 5 to 10 percent of the days in a calendar year. Adding in other poor-weather days, it would be safe to estimate that there are at least 250 sunny, nice, or otherwise acceptable days per year (about 100-110 days being unfavourable - remember that it can still be sunny and enjoyable on a winter day, as well as rainy and miserable on a summer day). These numbers are of course a rough estimation, but the general point stands: the solid majority of days in a year are acceptable to be outside. Instead of saying: "we can't be outside for half the year, therefore it's not worth investing

in pedestrian amenities," we should say: "we have the opportunity to really shine for over two-thirds of the year, therefore it's worth investing in pedestrian amenities even though they may not get used 5% of the time." And there will always be those few individuals who will brave the elements no matter what.

(B) We're used to winter in Saskatoon! We take pride in the fact that we're brave enough to face our harsh elements year after year, and the best way to prove that to ourselves and to outsiders is by investing in pedestrian amenities. And we're not the only city like this - our neighbours Calgary and Winnipeg both have motor-free bridges in their central city; they're not just for the perfectly-temperate. The second-most cycling-inclusive city in the world (Copenhagen, which is the capital of a country the United Nations recently declared the "happiest" on Earth - Denmark) is 400 km closer to the north pole than Saskatoon is. Their citizens bicycle every day for almost every trip, snow or shine, because the city accommodates them. Winter is all in how you treat it.

(C) Timely and efficient snow removal (of more than just vehicle roadways) makes a world of difference for walking and cycling in the winter, more so than it does for driving.

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It is my deepest hope that the lengthy discussion above has served to challenge preconceived notions and existing paradigms, and to stimulate outside-the-box thinking on a serious and timely issue in the great city of Saskatoon.

Make no mistake - this city is truly great. We were great with a narrow, hundred-year-old bridge in our central city, we have been great without its use in the past few years, and we will continue to be great in the future with or without a bridge of any kind at that location. But what I hope our Councillors and Mayor now realize is that we have the opportunity to become not just great, but excellent; extraordinary; extravagant; trend-setting; progressive; even world-renowned.

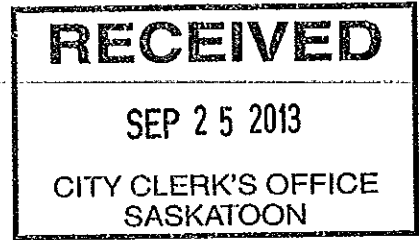
Pedestrian-cyclist bridges are going to be, and indeed already are, a foundational element of successful cities of the future. If we claim to care even one bit about the future of Saskatoon, we cannot so flippantly dismiss this incredible opportunity. We must embrace it: for ourselves, for our successors, and for our visitors; for our health and our quality of life; and for our province, our country, and our planet.

Sincerely yours,

Lee Torvik Smith

175(B7A)

**Subject:** RE: MVA Appointment to VAPJ



**From:** Mike Velonas [<mailto:mvelonas@meewasin.com>]  
**Sent:** September 13, 2013 1:35 PM  
**To:** Alan Otterbein  
**Cc:** Hudson, Janice (Clerks)  
**Subject:** FW: 33rd Street Proposal

Hello Janice,

Please note that I have been replaced on the VAPJ Alan Otterbein (cc'd). All further correspondence and communications should be directed to him.

Thanks.

**Mike Velonas | Manager of Planning and Conservation**  
Meewasin Valley Authority | 402 3<sup>rd</sup> Ave South S7K 3G5 | 306.477.9126  
[meewasin.com](http://meewasin.com)

6025-1  
B8)

Couture, Suzanne (Clerks)

---

From: CityCouncilWebForm  
Sent: September 30, 2013 10:50 AM  
To: City Council  
Subject: Write a Letter to City Council

TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Gilles Dorval  
2nd floor, City Hall  
Saskatoon, Saskatchewan  
S7K 0J5

EMAIL ADDRESS:

[gilles.dorval@saskatoon.ca](mailto:gilles.dorval@saskatoon.ca)

COMMENTS:

Hello,

I am requesting a street closure of 23rd Street between 3rd and 4th Avenues on Friday, October 25, 2013, from 6 a.m. to 3 p.m. for the Aboriginal Flag Raising event. I have also completed the required street closure application and sent this to Trisha Nupdal in Infrastructure Services on September 25.

Thank you.

435-29  
B9)

**From:** CityCouncilWebForm  
**Sent:** September 24, 2013 12:43 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Wendy Warner  
703 wakaw Terrace  
saskatoon, Saskatchewan  
s7j 4c1

EMAIL ADDRESS:

[wmmwarner@sasktel.net](mailto:wmmwarner@sasktel.net)

COMMENTS:

To Mayor and city council,

I am grieved to think that there are plans for strip clubs in Saskatoon.

Please reconsider, this does nothing for our city, I definitely am not proud...but rather ashamed at the thought.

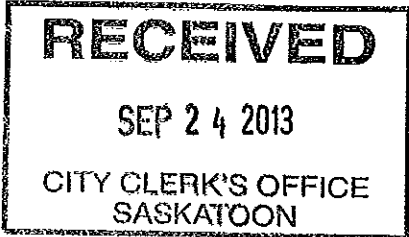
Please keep our city healthy and bright. I want my family and neighbours to be able to enjoy our wonderful city for the many wholesome and distinguished things to do...not to be lollid into participating in demoralizing and degrading activity.

There are no winners in this decision. Please listen to the heart of our beautiful people and stop this decision before it is too late.

Wendy Warner

4350-35  
B10)

**From:** CityCouncilWebForm  
**Sent:** September 24, 2013 12:41 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Yolanda van Petten  
802 Ave. M South  
Saskatoon, Saskatchewan  
s7m2l5

EMAIL ADDRESS:

[annrkiszt@gmail.com](mailto:annrkiszt@gmail.com)

COMMENTS:

I am writing in regards to the new arrival of strip clubs in our city. I recall a debate decades ago regarding whether to allow them in the city at all. As a young woman I fought against them because I felt vulnerable and at risk to the traffic generated by this sex industry.

As a mature woman I personally do not feel the same risk, but I think it only fair to speak again on behalf of younger women who may not voice their fears, or perceive a threat.

The sex industry needs to be accommodated, but let us not forget that it has no redeemable qualities or need whatsoever. It does not have a legitimate place in decent society, never did, and why would we have such businesses in residential areas? Please restrict these clubs to the same regions in which you request prostitutes to remain. Perhaps the two businesses will find a happy pairing there and draw all these sex addicts away from quiet homes and sleeping families.

Please hear our concerns, it is much easier to restrict now than it will be in 10 years when the problem is eroding and damaging whole neighborhoods the way pawn shops once did.

Thank you for hearing my letter, I hope you will understand that there are a lot of concerned citizens out here.

100-10  
B11

**From:** CityCouncilWebForm  
**Sent:** September 29, 2013 8:42 AM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Reg Lukiwski  
Box 598  
Southey, Saskatchewan  
s0g 4p0

EMAIL ADDRESS:

[reg\\_lukiwski@yahoo.ca](mailto:reg_lukiwski@yahoo.ca)

COMMENTS:

just an idea about your concern about prayer at your council meetings, Mathew 6:5, and this coming from an atheist



**RECEIVED**  
SEP 30 2013  
CITY CLERK'S OFFICE  
SASKATOON

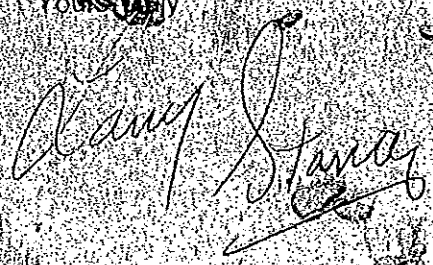
September 30, 2013

His Worship Donald J. Atchison and City Counselors

As tax payers to the City of Saskatoon we feel it is our obligation to express our concern regarding the prayer debate. We believe that prayer is an important part of public life and should be permitted and encouraged. Those opposed to prayer do not have to participate.

Please continue to allow prayer at civic events.

Yours Truly

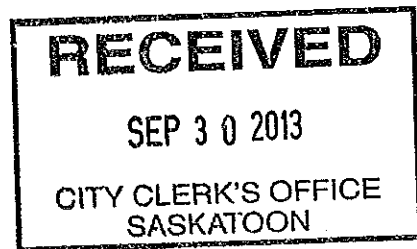


Larry & Frances Stang

Box 204  
Macklin, Saskatchewan  
S0L 2C0  
Email: larry.stang@gmail.com

**OFFICE OF THE**  
SEP 30 2013  
**MAYOR**

**From:** CityCouncilWebForm  
**Sent:** September 30, 2013 10:01 AM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Chelsea Engel  
17 Huntington Place  
SASKATOON, Saskatchewan  
S7H 4L7

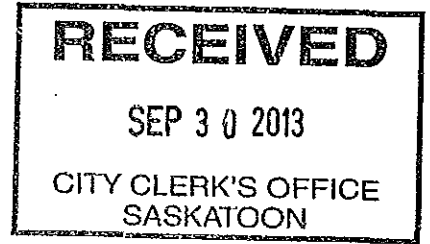
EMAIL ADDRESS:

[crengel@sasktel.net](mailto:crengel@sasktel.net)

COMMENTS:

I am writing in regards to the inclusion of prayer at civic and public events. I feel that the argument against the inclusion of prayer is flawed. Those opposing prayer on the grounds that it excludes them or feel that prayer is imposed upon them, are now trying to inflict their beliefs on others. It is the exact same offence that they are arguing against. We need not forget that those that consider themselves Athiests or non-believers have built their own belief system. Just like Catholics, Jews, Muslims, Aborigines, their view of Atheism is their belief system. So only adopting their belief system is completely excluding all other beliefs. This is not the way to inclusion or tolerance. Wouldn't it be more inclusive and diverse to include all belief systems. Allow prayer, allow moments of thanks and allow moments of silence. Adopting just one belief system would be excluding all others. The only way to be an inclusive society is to celebrate diversity. Let's embrace our differences. Nobody is forced to embrace another religion simply by listening to a blessing. However, people would be forced to assimilate to atheism if council deems there to be no prayer or blessings. Please, I ask council to vote for the inclusion of all religion and beliefs and not give way to vocal belief system of the atheist or non-believer.

**From:** CityCouncilWebForm  
**Sent:** September 30, 2013 7:44 AM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Allen Lewis  
708 Walmer RD  
Saskatoon, Saskatchewan  
S7M3M9

EMAIL ADDRESS:

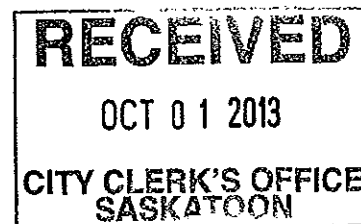
[allen.drives@gmail.com](mailto:allen.drives@gmail.com)

COMMENTS:

I support the separation of church and state.

Please, no prayer in civic events.

**From:** CityCouncilWebForm  
**Sent:** Monday, September 30, 2013 7:17 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Caroline Walker  
2237 Richardson Road  
Saskatoon, Saskatchewan  
S7L 4B9

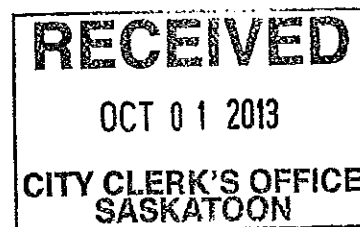
EMAIL ADDRESS:

[c\\_walker@shaw.ca](mailto:c_walker@shaw.ca)

COMMENTS:

I can not believe City Council is even considering using prayers at any civic event. The City of Saskatoon is not a religious organization. In Canada, we maintain a separation of church and state. There is no good reason not to maintain such a policy here. People who want to pray -- whether they are Christian or Muslim or any other denomination -- can do so at home or in their houses of worship. The City of Saskatoon has no business offering prayers of any kind for any reason.

**From:** CityCouncilWebForm  
**Sent:** Tuesday, October 01, 2013 12:21 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

david schreiner  
box 1042  
humboldt, Saskatchewan  
s0k2a0

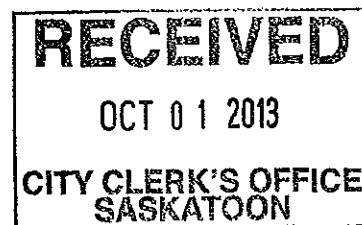
EMAIL ADDRESS:

[davidaschreiner@hotmail.com](mailto:davidaschreiner@hotmail.com)

COMMENTS:

Why do we continually give in to the wimms of one or two people.. Why change the use of prayer for this one guy or a few. If they don't like prayer....they can close there ears, leave the room and come back or whatever.We are giving away the rights of MANY to please a few raticals. TIME TO STAND UP instead of cave in to these people. Most of us in Canada accept that there are many different religions here and some that believe in nothing. So should we all stop prayer because of one jerk! STAND UP AND KEEP PRAYER wherever it is already in place and keep Merry CHRISTMAS messages on city busses.....its a great time of the year for most and the messages give joy to most.  
From a concerned person in your niebouring city

**From:** CityCouncilWebForm  
**Sent:** Tuesday, October 01, 2013 12:00 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Nick James  
#301-3819 Luther Pl  
Saskatoon, Saskatchewan  
S7H4B1

EMAIL ADDRESS:

[omniomi@gmail.com](mailto:omniomi@gmail.com)

COMMENTS:

Good Morning,

It was with some amusement this morning that I read the article "Council favours inclusive prayer (SP Oct 1, 2013)." I am curious if at any time in the deliberations of council a dictionary was consulted; this curiosity stems from the fact that a prayer is defined as follows:

1. A solemn request for help or expression of thanks addressed to God.
2. An invocation or act that seeks to activate a rapport with a deity, an object of worship, or a spiritual entity through deliberate communication.

You will note that the first is Christian in its nature and the second invokes nameless deities. Those who hold religious beliefs not based on theism and those who hold no religious beliefs do not have a god or "object of worship" to whom they would direct their thanks. How does one include them in a prayer?

There is no such thing as an "inclusive prayer," such an idea is absolute nonsense. The only truly inclusive thanks is to thank the kitchen staff for preparing the meal and that is not a prayer it's common courtesy.

The idea that removing sanctioned prayer is exclusionary is based on the same flawed premise as the meme that "Bibles are banned in schools" which is patently false. As we know students may carry their own Bibles if they see fit; however, the district cannot force the teaching of Biblical principles.

Removing sanctioned prayer is not stopping anyone who wishes to from bowing their head before eating or conducting an activity. If for example at an official lunch after a period of welcome the attendees were invited to eat there would exist nothing to stop the Christians from bowing their heads

before lifting their forks; however, when there is sanctioned prayer you force the nonreligious to sit through it.

Removing official prayer is how you include everyone; those who wish to pray may pray and those who do not are subjected to nothing. On the other hand an official prayer whether "inclusive" or not forces those who wish not to pray to sit through it regardless.

In closing I draw your attention to your Bibles and Matthew 6:5-6

5 "And when you pray, do not be like the hypocrites, for they love to pray standing in the synagogues and on the street corners to be seen by others. Truly I tell you, they have received their reward in full.  
6 But when you pray, go into your room, close the door and pray to your Father, who is unseen. Then your Father, who sees what is done in secret, will reward you. [NIV]

Prayer is a private affair, keep it that way.

Regards,

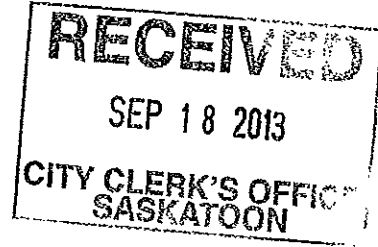
Nick James

610-1 (1)



**Holiday Park Community Association**

1250 Avenue K South  
Saskatoon, Sask.  
S7M 2G7



September 10, 2013

His Worship Mayor Atchison and City Council

333 – 3<sup>rd</sup> Avenue North

Saskatoon, SK.

Re: Star Phoenix August 20/13 Article

"Inner-City Recreation Centre on City's Radar"

Your Worship and City Council,

The Holiday Park Community Association is writing to encourage City Councillors and the Mayor to support the creation of a Recreation Centre in the historical Saskatoon Inner-City.

Our association appreciates the efforts that the City is putting into improving this area. Hearing that the City has recognized that there is a definite "gap" in the inner city with respect to year-round recreation facilities, especially a water feature, is exciting and worthy of our support.

A project like this is a positive community building initiative, and we wish you every success in finding the "right spot" and the "funding" to bring this much-needed project to realization.

Thank you Council and the Administration for this consideration.

Sincerely

Walter Katelnikoff

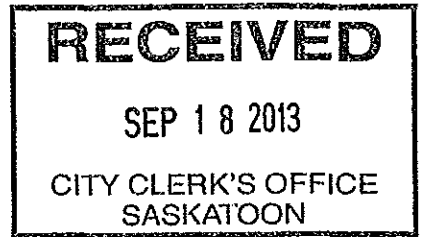
President Holiday Park

Community Association



6320-1 (Ca)

**From:** CityCouncilWebForm  
**Sent:** September 18, 2013 9:33 AM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Anatolie Bitca  
734 Stonebridge Common  
Saskatoon, Saskatchewan  
S7T 0M8

EMAIL ADDRESS:

[anatolie\\_bitca@yahoo.ca](mailto:anatolie_bitca@yahoo.ca)

COMMENTS:

Dear Councillors,

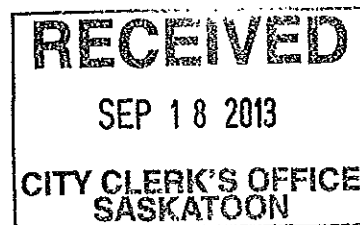
My letter refers to public safety on Stonebridge Common street, it a large street in a new area surrounding the big park in Stonebridge.

On September 8 at about 3:20am a Jeep Grand Cherokee, with Alberta registration hit at the very high speed 4 vehicles, the first vehicle flew about 60 meters, that first vehicle was parked in front of 742 house and flew right next to our house which is 734, if at that time would've been any pedestrians or kids outside on the pedestrian path they probably would've been killed or severely injured. This area is highly populated with people walking around the park with their children, pets or both. We personally are observing quite often drivers who are speeding around the park, either due to the wideness of the road or they are being ignorant to the speed limits which are 50km in this neighbourhood. With the coming winter we as a family as well as our neighbours are deeply concerned about safety of our children, houses and people who are enjoying using this park. We would like to bring to your attention this issue and suggest if possible taking measures that will help improving public safety in this area. We would highly welcome road bumps, speed cameras, or else that would be suitable for this particular neighbourhood.

Thank you  
September 18, 2013

375-2  
C3

**From:** CityCouncilWebForm  
**Sent:** Wednesday, September 18, 2013 9:44 AM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Steve and Teresa Gilroy  
66 Dumont Crescent  
Saskatoon, Saskatchewan  
S7J 2X1

EMAIL ADDRESS:

[tgilroy@sasktel.net](mailto:tgilroy@sasktel.net)

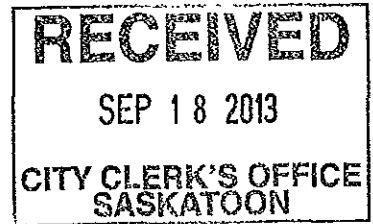
COMMENTS:

Hi, we recently moved to Dumont Crescent, our back yard faces Circle Drive south, and now with the newly finished off ramp of Preston Avenue it is louder than ever! can you please finish building the sound wall?? pretty please..

thankyou

6315-1  
C4

**From:** CityCouncilWebForm  
**Sent:** Wednesday, September 18, 2013 12:10 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

vivian mahoney  
2310 william ave  
saskatoon, Saskatchewan  
s7j1a8

EMAIL ADDRESS:

COMMENTS:

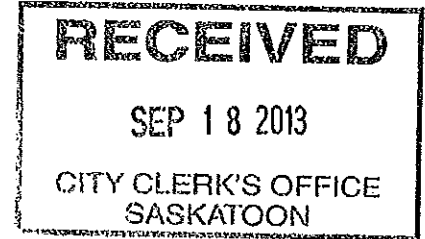
Thank the people involved in doing such a good job of grading the back alley! The several inch jump required to get out of the alley onto Ruth street is completely gone. The last time the alley was graded, there was no attempt to fix it.

Thank you,  
Vivian Mahoney

(C5)  
920

**From:** Emile Begin [treesoap1@hotmail.com]  
**Sent:** September 18, 2013 4:20 PM  
**To:** City Council  
**Subject:** Fluoridation Letter and Council response  
**Attachments:** Imasters-coplan-water-treatment-with-silicofluorides-and-lead-toxicity-international-journal-of-environmental-studies-1999.pdf; IRMasters\_Siloco\_Fluorides\_Lead\_2005.pdf

September 18, 2013.  
Emile Begin  
Email: [treesoap1@hotmail.com](mailto:treesoap1@hotmail.com)



Dear Mayor and Council and Administration (and respectfully, Mr Jorgenson):

Regarding: Fluoridation

Hello and thank you for your response to my email / letter. I greatly appreciate your consideration and look forward to reading the letter provided by City administration, in due course.

Regarding my initial letter regarding consideration for stopping fluoridation and my response to hearing the City's utility service manager, specifically Jeff Jorgenson comments; I recently discovered an article in the Star Phoenix Web Paper regarding local fluoridation challenges. Regrettably, it looks like a poster was created that causes unnecessary grief for Mr Jorgenson.

Web link here:  
<http://www.thestarphoenix.com/health/Anti+Fluoride+posters+target+manager/8840029/story.html>

Please accept my apology for the strong comments I made regarding Mr. Jorgenson's unqualified comments. I acknowledge that Mr. Jorgenson, as a public service employee is doing his best to deal with this very much emotionally charged, and at times very confusing and highly controversial discussion.

In my unqualified opinion; the poster was not necessary and is insulting to me and others who wish to find a reasonable solution. The poster is counterproductive, serving to close discussions instead of working towards helping each other find a solution.

As a single father, doing my best to help my own children, I find it very frustrating at times to see what looks to be intentional discounting of what looks to me to be clearly described harms, ignored by people who are expected to know better and protect our social best interests. The perception is that the precautionary principal; that being, if there is some possibility of harm to be caused, any uncertainty in the information, proceed cautiously and do not apply the treatment until such time as the confusion is cleared up, is not being applied with mass fluoridation.

Many individuals feel their needs are intentionally being ignored, for some perceived "greater good" being met. Sadly there is research that confirms this is happening, people's concerns are being ignored; individual's rights are being ignored with mass fluoridation to the harm of all individuals who drink water. Part of the cloud around democracy for all compared to and possibly confused with individual and personal democratic rights, and the responsibilities that comes with those rights (accepting that each person is different and responds differently to different chemicals, medicines, stresses, etc).

Would you prefer to drink pure clean water, to help your body deal with the daily pollutants, or drink fluoridated water, replacing calcium in your body, overloading your body's ability to stay healthy and causing other chronic, long term harms?

My own research leaves me wondering why the controversy on fluoridation continues after over 60 years of peer reviewed and published research confirming the harms from fluorine, fluoride, fluoridation and hydrofluorosilicic acid. Fluorine is used to create many forms of fluoride thus adding much confusion to the discussion. The element fluorine, does not occur for long in nature due to its highly reactive (negatively charged), toxic and corrosive nature. Fluorine in naturally occurring fluorides (fluorspar) is used as a flux; because it reduces the time it takes to melt metals, helping us in other ways. As something to drink, it is not so good. Hydrofluorosilicic acid is a very different chemical.

In the interim and in my hopes of building a positive and respectful relationship, albeit at a distance please accept the attached publications, web links, well researched documents as additional supporting information for consideration in your efforts to consider ending or continuing with fluoridation. The fluoridation issue is very complex with many considerations required. It is my belief the attached literature could help clear up the complexities. Please provide this information to all those involved with making a decision on fluoridation.

Thank you again for your consideration.

Respectfully

Mr. Emile Begin.

7490 Southridge Avenue  
Prince George, B.C.  
V2N 4Y5. ←

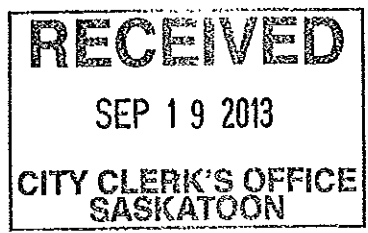
Web link for a recent fluoride research article:

**Physiologic Conditions affect toxicity of ingested industrial fluoride. Richard Sauerheber – 2013.**

<http://www.fluoride-class-action.com/wp-content/uploads/sauerheber-physiologic-conditions-affect-toxicity-of-ingested-industrial-fluoride-2013-JEPH-5-12-13.pdf>

150-1  
C6

**From:** CityCouncilWebForm  
**Sent:** Thursday, September 19, 2013 9:25 AM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Anita Hrytsak  
346 McCormack Rd  
Saskatoon, Saskatchewan  
S7M 4T2

EMAIL ADDRESS:

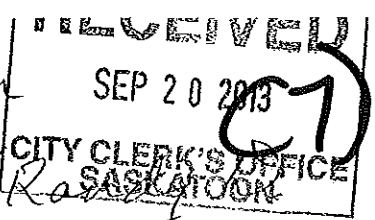
[sweetbee@sasktel.net](mailto:sweetbee@sasktel.net)

COMMENTS:

I am inquiring about : Is there by-law that states  
you neighbour has to have their property so many feet from the fence?

I own a duplex and the one side 348 is beside a house...#350  
His type of shed is right up against the fence nailed on  
plastic "eye-sore" .. so when we look outside our window  
we see half a plastic wall between his house and the shared fence.. is this ok?

6290-1  
City Council Saskatoon



I spoke to two councillors (Randy and Pat L) who encouraged me to write a letter to Council about a troubling issue: I am embarrassed, ashamed and greatly annoyed when I drive on Wauvskewan Rd past the snow dump, now a garbage dump. This is now September and the site is a sight and appalling. The garbage has still not been picked up - only now in piles; the ugly temporary snow fence is still there and the grass ~~not~~ has not been mowed once this year. The city is violating its own laws regarding dumping and littering. In fact this site has now attracted others to dump more garbage here. I feel we have been treated very disrespectfully by creating such an eyesore and apparently without even consulting Cornman Park Council, while we in our community work hard and take pride in keeping our yards neat and clean. Also this site is too close to a natural habitat.

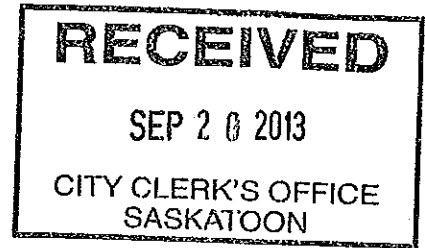
When we travel elsewhere we boast about our fine "clean" city of Saskatoon but upon returning this spring I was aghast at the sight! Does anyone out there care? Resolving this issue quickly would be greatly appreciated.

306-934-6951  
306-370-4291

Ernie & Annabelle Krahn  
Box 324 RR#4 Site 402  
Saskatoon SK S7N 2T7

6330 (18)

**From:** CityCouncilWebForm  
**Sent:** September 20, 2013 4:19 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Brent Tarry  
1800 Main St.  
Saskatoon, Saskatchewan  
S7H 4B3

EMAIL ADDRESS:

[brenttarry@gmail.com](mailto:brenttarry@gmail.com)

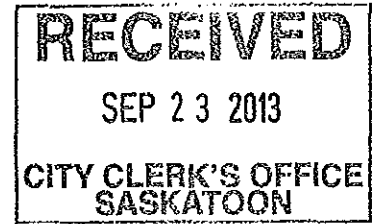
COMMENTS:

This email is regarding the traffic survey. While I see some value in the information it would provide, I would think that in a future rendition of a survey of this nature, it would cover three days and include some form of an interactive map so residents could trace their routes to work and home and other locations. People have differing routines some days, such as a trip on one day they might not take the other two. This would give a better idea of traffic densities and bottlenecks at certain times of the day that could be addressed. Also, a comment box at the end of the survey asking residents if they have any ideas that might help traffic flow better. This might give council some ideas to consider, if its a common enough suggestion. If I had this option I would have suggested an overpass link from 45th St. West to 46th Street East over Idylwyld. A lot of people work in that area, serviced by about four roads in and out. What happens in the event of an accident on circle drive north, and an airport accident that requires evacuation for safety? Gridlock, chaos, danger, and ticked off residents, that's what. I think an extra way out of the airport business area would alleviate a lot of extra traffic down a currently congested Avenue C, 51st, and make traffic move so much better in the north end as a result.



C9)

From: CityCouncilWebForm  
Sent: Monday, September 23, 2013 9:41 AM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Al Lozinski  
110 Brookhurst Cres  
Saskatoon, Saskatchewan  
S7V 1C5

EMAIL ADDRESS:

[character.homes@sasktel.net](mailto:character.homes@sasktel.net)

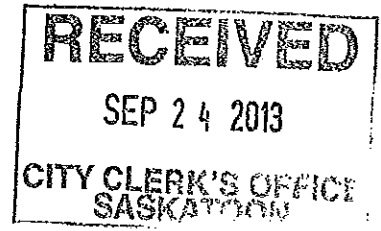
COMMENTS:

Re Blue Re-cycle Bins;  
608 6th Ave No. Received 8 kept 2 returned 6  
526 4th Ave No Received 4 Kept 2 returned 2

These residence, cannot even fill one container.  
The Garbage Utility Department insists on continuing to charge us since May 2013, for the containers returned as part of a fee, because of multi family non conforming suites. These are single person bachelor suites so these people do not produce much garbage. How can councillors justify charging citizens for services not provided? This practice I am told is not the Utilities Departments Induction.

6120-1  
C10)

**From:** CityCouncilWebForm  
**Sent:** Monday, September 23, 2013 10:14 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

HISHAM ELSHONI  
3105 7th street east, suite 32  
Saskatoon, Saskatchewan  
S7H 1B2

EMAIL ADDRESS:

[heeach@yahoo.com](mailto:heeach@yahoo.com)

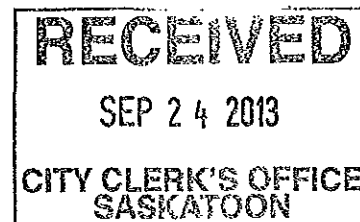
COMMENTS:

Dear Sir;

I have some concerns about the employee who is assigned to give parking tickets in the area around the university of Saskatchewan as he is not fair, we feel he is picking the people who will be given a ticket because we have pictures for vehicles which had been parked with a very obvious violation and not given a ticket, so, I think we should get an explanation for that !!!!!

7310-1  
C11

**From:** CityCouncilWebForm  
**Sent:** Monday, September 23, 2013 7:59 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Russell East  
943 Hunter Road  
Saskatoon, Saskatchewan  
S7T0P8

EMAIL ADDRESS:

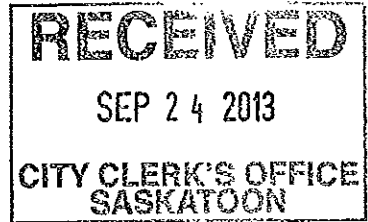
[eastrussell@gmail.com](mailto:eastrussell@gmail.com)

COMMENTS:

Dear Mayor Atchison,  
Just sending an email regarding my ride to work to City Hospital today dated September 23, 2013. I have chosen to take city buses for transit to work. I am very impressed on how this city has grown, and even more impressed on how you and the council, and planners are getting people all over the city. I am disappointed that there is so much advertising to take alternate ways to get around the city, but today (and some other days, especially since the U of S students are back) there was standing room only on my bus#17 at 7:49 a.m. By the time we left Stonebridge, the driver could hardly see to his right, any traffic, or pedestrians because it was so full. He had to drive by about 20- 30 other people along Clarence, because of the full capacity. My point I am making with my rambling, is we are encouraged to take this transit, and avoid driving our cars. If I was left on the street and my bus went by, like today, I would probably consider taking my own car, and avoiding city transit at all. Its great to see the population taking the transit, but disappointed there is not more added buses to that route. Also what is the liability to the city if there was an accident and all of these people are stuffed on one bus? Thanks for your time...Have a good day. Russell East

6250-1  
C12

**From:** CityCouncilWebForm  
**Sent:** Tuesday, September 24, 2013 10:33 AM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Brittany Hadley  
726-8th Ave N  
Saskatoon , Saskatchewan  
S7S 1X5

EMAIL ADDRESS:

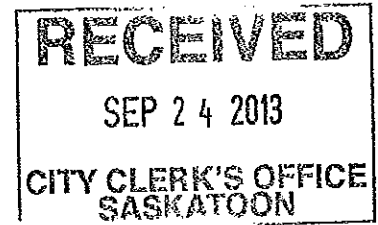
[brg137@mail.usask.ca](mailto:brg137@mail.usask.ca)

COMMENTS:

I recently moved to the City Park area and use 33rd ave as my morning and evening commute. Recently, new lights were installed at 33rd and Ontario avenue. While I do agree lights were needed for pedestrians attempting to get to SIAST I do think these lights were installed incorrectly. When waiting for the lights if you are the first three cars to stop you cannot see the lights change from your vehicle. This means that you wait either to be honked at by cars that can see the lights change or you watch the pedestrians and when they stop at the light you can assume it is green. I think this is just waiting for an accident to happen and the city should be more careful when installing lights.

375-2  
C13

**From:** CityCouncilWebForm  
**Sent:** Monday, September 23, 2013 4:10 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

wayne powers  
218 meilicke rd  
Saskatoon , Saskatchewan  
S7K6R1

EMAIL ADDRESS:

[srp204@hotmail.com](mailto:srp204@hotmail.com)

COMMENTS:

I was at a motorcycle road race track last week, they have a noise limit on full race bikes that would surprise most people. I found it a strange fact that racing motorcycles are required to have legal mufflers on a race track and the typical Harley Davidson street bike is illegal at a race track, yet allowed to blast down city streets, annoying everyone.  
WHY

620-4  
RECEIVED (14)

SEP 26 2013  
CITY CLERK'S OFFICE  
SASKATOON

**From:** Bernard, Matthew [matthew.bernard@usask.ca]  
**Sent:** Thursday, September 26, 2013 8:43 AM  
**To:** City Council  
**Subject:** RE: Mendel building

Sure, 837-B 4th St. E., S7H 1K3

However, to make the best use of everyone's time, can you confirm whether or not there is a solidified plan for the building? If there is, it wouldn't really make sense to continue pursuing this idea..

Thanks,

Matthew Bernard, BSA

MSc Candidate  
Department of Food & Bioproduct Sciences  
College of Agriculture and Bioresources  
University of Saskatchewan

[matthew.bernard@usask.ca](mailto:matthew.bernard@usask.ca)  
(306) 716-9642

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**From:** City Council [City.Council@Saskatoon.ca]  
**Sent:** Thursday, September 26, 2013 07:52  
**To:** Bernard, Matthew  
**Subject:** RE: Mendel building

Good Morning Mr. Bernard. For a letter to City Council we will need your complete address to process the email. It then becomes a public document. May I have your address and postal code?

---

**From:** Bernard, Matthew [mailto:matthew.bernard@usask.ca]  
**Sent:** Wednesday, September 25, 2013 4:41 PM  
**To:** City Council  
**Subject:** Mendel building

Hi there,

I was wondering how one would find out more info about the current art gallery building? Particularly, its fate in the next couple years?

If a plan for it has not yet been set in stone, I'd like info about how myself and a small group would propose an idea for this building..

Hint: the Mendel name is, coincidentally, relevant in biology and in the path of innovative thought....

I look forward to your response,

Matthew Bernard, BSA

MSc Candidate  
Department of Food & Bioproduct Sciences  
College of Agriculture and Bioresources  
University of Saskatchewan

6320-5  
CIS

September 25, 2013

To Saskatoon city Council

Our names are John and Heather Perret. We live at the corner of 10th street and Lansdowne Ave. in Nutana. (719 Lansdowne Ave.)

We have a great concern with the installation of a median at Clarence blocking Main Street through traffic. Our problem is when traffic can no longer use Main Street heading west to Broadway Ave. It is my understanding that vehicles travelling west on main will be allowed a right turn only onto Clarence Ave. and head north. They will take the first turn west to Broadway and that will take them west on 10th street, our street. This is a natural decision for a driver. Our concern then is the additional traffic using Tenth Street to move to Broadway. Tenth Street, Ninth Street and Eleventh for that matter are not capable of handling an increase in traffic. It is too narrow to allow two vehicles to comfortably pass without moving into the parking areas. This is especially noticeable in the winter when ruts build up and snow packs along the curb. We as homeowners have had numerous parked car accidents along Tenth Street from Broadway to Clarence. I would also remind you that we have six bars in the Broadway area and because of their location many of the clients use 10th street to exit the area. We have lived in this area for many years and have noticed a significant increase in the amount of traffic using 10th street to access or exit the Broadway area. The same may be true for 11th street. This barricade will divert drivers to both 10th and 11th streets. The city has indicated that they will try this a while. I know what will happen. You will divert traffic to a narrower, less suitable street for movement to and from Broadway. Any length of time is too much. Main Street is a logical passage for traffic between Broadway and Clarence. You will create a traffic problem with the streets north and south along Clarence Ave. Because of the barricades, drivers will be taking alternate routes to avoid the problem. The first turn left is Tenth Street to Broadway. That means an increase in traffic on peripheral streets. Main Street is much wider and more capable of handling a greater flow of traffic. Do not divert traffic to tenth or ninth or 11th street. If there is a problem with Clarence and Main Street put lights up with sensors so that traffic is not interrupted on Clarence unless it has to be. This is the usual procedure for dealing with problem areas. If this is such a high traffic area then it calls for a light controlled intersection. This diversion will only direct the problem to a different part of this residential area. Leave Main Street open as an alternate access to Broadway. Main Street is a large double street and could be made larger in the future if necessary. Put some form of light controls on Clarence and Main and leave Main Street open.

Thank You

John and Heather Perret  
Property owners  
719 Lansdowne Ave.  
306-242-0804



John Perret

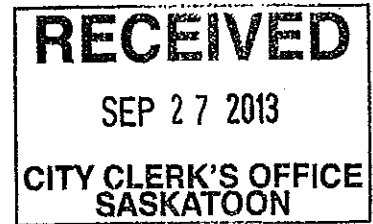
A handwritten signature in black ink, appearing to read "John Perret".

Heather Perret

A handwritten signature in black ink, appearing to read "Heather Perret".

6315-1  
C16)

**From:** CityCouncilWebForm  
**Sent:** Thursday, September 26, 2013 4:43 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Michael Brown  
346 Brock cres  
Saskatoon, Saskatchewan  
S7h4n5

EMAIL ADDRESS:

[mv.j.b@hotmail.com](mailto:mv.j.b@hotmail.com)

COMMENTS:

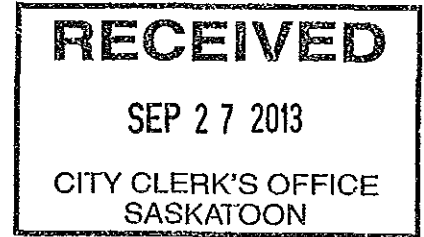
Recently a grader has gone down my back ally. I'm not sure if it was the cities machine. It may have been sasktels or one of there sub contractors installing fiber optic cables in the area. The grader has lowered the grade of the ally and removed some of the gravel. This has made the ally extremely muddy with the recent rain and I had to use 4x4 to pull into my garage. This has also made it impossible to pull my car into my garage. Both issues were not a problem before the grader passed threw. I would like to see the gravel replaced to what it was originally so that I can use my garage they way it was when I purchased my home in 2011.

Thanks  
Michael brown



600-5  
C17

**From:** CityCouncilWebForm  
**Sent:** Friday, September 27, 2013 10:39 AM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Ronald Huber  
301-116 Molland Lane  
Saskatoon, Saskatchewan  
S7M 3Y2

EMAIL ADDRESS:

[huber.ronald@gmail.com](mailto:huber.ronald@gmail.com)

COMMENTS:

I am writing to express my concern over the decision to contract out the building cleaner jobs at the new police station.

I understand that the cleaning staff at the current police station had been led to believe that they would be working at the new facility and were eagerly looking forward to this opportunity. They were quite shocked and dismayed to hear that they would not be going there.

Several of these workers belong to minority groups or are disabled. The city of Saskatoon is to be commended for opening up its work force to be more inclusive and giving these people a chance to earn a living wage. However, should they not be treated with the same fairness, trust, and respect as all other employees?

I believe they ought to have been consulted and informed of this decision many months ago. It might have made it easier to accept. If indeed this decision was at all necessary.

This is not the way to provide a work environment in which employees are happy and productive. And it is surely not an example of the city of Saskatoon's corporate values of trust, integrity, respect, honesty and courage.

Thank you for reading my thoughts on this matter.

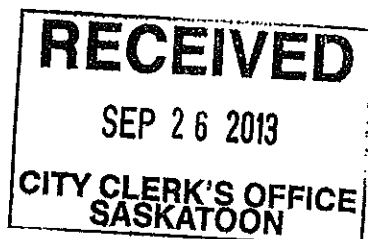
Sincerely,



# Prairie land Park

205-5  
DI)

September 23, 2013



City Clerk's Office  
City of Saskatoon  
222 – 3<sup>rd</sup> Avenue N.  
Saskatoon, SK  
S7K 0J5

Dear Sir or Madame:

Saskatoon Prairieland Park Corporation is respectfully requesting that Saskatoon City Council consider proclaiming the week of January 13 – 16, 2014 ***Agriculture Business Awareness Week*** to coincide with Crop Production Week and the Western Canadian Crop Production Show.

During Crop Production Week and Crop Production Show, producers, suppliers, researchers and government leaders meet to discuss the state of the grain industry, with producers sharing knowledge, suppliers showcasing the latest in technology and marketing analysts providing valuable information necessary in the preparation for the upcoming production year.

We look forward to your consideration of this request.

Thank you.

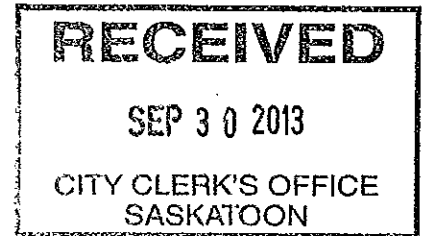
Yours truly,

A handwritten signature in black ink, appearing to be "Mark Regier", written over a horizontal line.

Mark Regier  
Chief Executive Officer

D2)  
205-5

From: CityCouncilWebForm  
Sent: September 29, 2013 10:57 PM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

John Parry  
510 5th Avenue N #602  
Saskatoon, Saskatchewan  
S7K 2R2

EMAIL ADDRESS:

[johnparry@shaw.ca](mailto:johnparry@shaw.ca)

COMMENTS:

Please accept this as our request for Council to Proclaim 'United Nations Day' on October 24th, and raise the UN flag (which we will supply)for that day.

Yours truly,

John Parry,  
Vice-President, UNAC-Saskatoon