

ORDER OF BUSINESS

REGULAR MEETING OF CITY COUNCIL

MONDAY, NOVEMBER 21, 2011 AT 6:00 P.M.

- 1. Approval of Minutes** of meeting held on November 7, 2011.

- 2. Public Acknowledgements**

- 3. Hearings (6:00 p.m.)**
 - a) Zoning Bylaw Text Amendments to Direct Control District 1 (DCD1)**
Applicant: Victory Majors Investment Corporation
Proposed Bylaw No. 8981
(File No. CK. 4350-011-6)

The purpose of this hearing is to consider proposed Bylaw No. 8981.

Attached is a copy of the following material:

- Proposed Bylaw No. 8981;
- Report of the General Manager, Community Services Department dated October 11, 2011, recommending that the application to amend Sections 13.1.3.1 and 13.1.3.3 of Zoning Bylaw No. 8770, as outlined in the report of the General Manager, Community Services Department dated October 11, 2011, be approved;
- Letter from the Secretary of the Municipal Planning Commission dated October 28, 2011, advising the Commission supports the above-noted recommendation;
- Notice that appeared in the local press on November 5, 2011; and
- Letter from Hank Drexler dated October 7, 2011, submitting comments.

4. Matters Requiring Public Notice

**a) Proposed Closure of Portion of Lane Right-of-Way
Adjacent to 620 Weldon Avenue
(File No. CK. 6295-011-8)**

City Council, at its meeting held on November 7, 2011, deferred consideration of the following report of the General Manager, Infrastructure Services dated October 27, 2011 to this meeting:

- “RECOMMENDATION:**
- 1) that City Council consider Bylaw 8977;
 - 2) that the City Solicitor be instructed to take all necessary steps to bring the intended closure forward and to complete the closure;
 - 3) that upon closure of the right-of-way, as described in Plan of Proposed Lane Closure and Consolidation, as prepared by Calvin W.A. Bourassa, it be sold to Jack Flaksman, 1366866 Alberta Ltd., 620 Weldon Avenue, for \$13,131.58 plus G.S.T.; and
 - 4) that all costs associated with the closure be paid by the applicant, including Solicitors’ fees and disbursements.

REPORT

An application has been received from Jack Flaksman, 1366866 Alberta Ltd., to close and purchase a portion of the public right-of-way as shown on the Plan of Proposed Lane Closure and Consolidation as shown on Schedule “A” to Bylaw 8977. Jack Flaksman, 1366866 Alberta Ltd., is the current owner of the adjacent property and would like to purchase and consolidate the portion of the public lane right-of-way to increase the size of his property and to improve the ability to better maintain the property.

The lane right-of-way in question is currently not used by the public. SaskTel, Shaw Cablesystems and Saskatoon Light & Power require easements. All other agencies have no objections or easement requirements with respect to the closure.

The lane serves no future use to the City of Saskatoon. Therefore, the Administration is in agreement with the closure of the lane.

OPTIONS

There are no other options.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPACT

There is no financial impact. All costs associated with the closure will be paid by the purchaser.

PUBLIC NOTICE

Public Notice is required for consideration of this matter, pursuant to Section 3b) of Policy No. C01-021, Public Notice Policy. The following notice was given:

- Advertised in the StarPhoenix on Saturday, October 29, 2011;
- Posted on the City Hall Notice Board on Thursday, October 27, 2011; and
- Posted on the City's website on Thursday, October 27, 2011.

ATTACHMENTS

1. Copy of Proposed Bylaw 8977; and
2. Copy of Public Notice.”

5. Unfinished Business

6. Reports of Administration and Committees:

- a) Administrative Report No. 21-2011;
- b) Legislative Report No. 15-2011;
- d) Report No. 17-2011 of the Planning and Operations Committee; and

- e) Report No. 13-2011 of the Administration and Finance Committee; and
- f) Report No. 18-2011 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. 8977 - The Street Closing Bylaw, 2011 (No. 11)

Bylaw No. 8981 - The Zoning Amendment Bylaw, 2011 (No. 21)

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

3a)

BYLAW NO. 8981

The Zoning Amendment Bylaw, 2011 (No. 21)

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as The Zoning Amendment Bylaw, 2011 (No. 21).

Purpose

2. The purpose of this Bylaw is to amend the Zoning Bylaw to revise the regulations governing permitted office space, maximum building heights, building setbacks and floor space ratios in Direct Control District 1.

Zoning Bylaw Amended

3. Zoning Bylaw No. 8770 is amended in the manner set forth in this Bylaw.

Clause 13.1.3.1(a) Amended

4. The chart contained in Clause 13.1.3.1(a) is amended under the heading "Offices" by:
 - (a) striking out "30%" in both places where the number appears and substituting "40%"; and
 - (b) striking out "100,000" and substituting "250,000".

Clause 13.1.3.3(b) Repealed

4. Clause 13.1.3.3(b) is repealed and the following substituted:
 - "b) Building Setbacks
 - i) Setbacks appropriate to the scale of the building and the nature of the adjacent street, and which provide appropriate sunlight penetration and wind protection, are encouraged between the fourth and sixth storeys of all building elevations adjacent to a street.

- ii) All building elevations along 3rd Avenue must be set back a minimum three (3) metres at grade.
- iii) In addition to the setbacks described in i), a further minimum five (5) metre setback above 27 metres is encouraged for buildings along Spadina Crescent which exceed 27 metres in height.
- iv) The building setbacks in i) and iii) may be reduced or eliminated where appropriate to the scale and design of the building and the nature or the adjacent street, where the appropriate sunlight penetration and wind protection are provided, and where significant public benefit in the form of additional enhanced at-grade public open space is provided including amenities such as gathering areas, landscape features, and public art.”

New Map No. 2

- 5. DCD1 Maximum Building Height Map No. 2 is deleted and replaced by the DCD1 Maximum Building Height Map No. 2 attached as Appendix “A” to this Bylaw.

Coming Into Force

- 6. This Bylaw shall come into force on the day of its final passing.

Read a first time this _____ day of _____, 2011.

Read a second time this _____ day of _____, 2011.

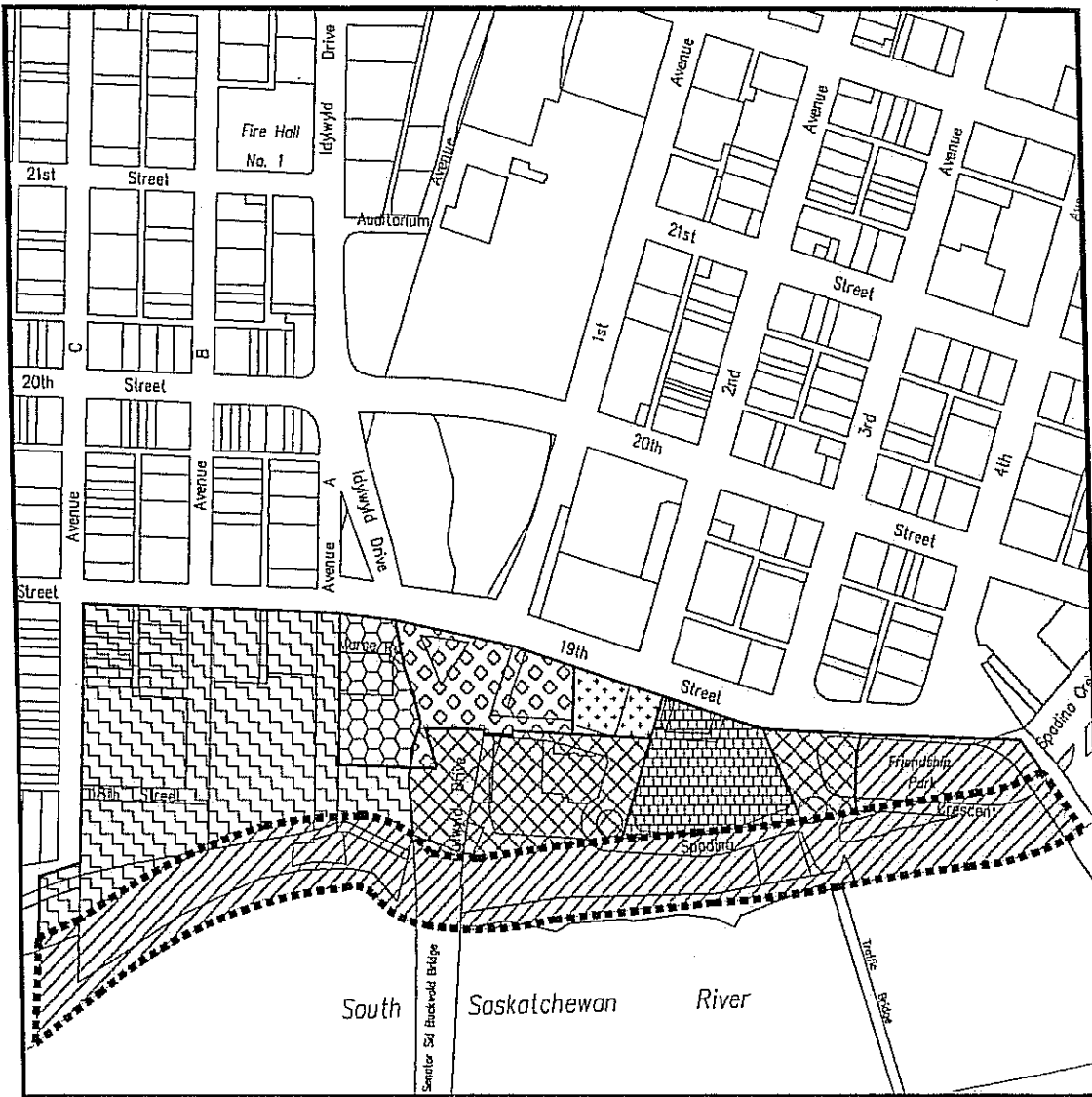
Read a third time and passed this _____ day of _____, 2011.

Mayor

City Clerk

Appendix "A"

City of Saskatoon Zoning Bylaw



DCD1 MAXIMUM BUILDING HEIGHT MAP No. 2

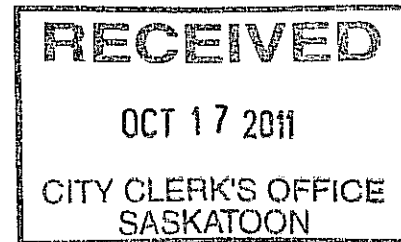
Fourteen Metres - 2:1 FSR		Riverbank Area (11m) - 2:1 FSR	
Twenty-Seven Metres - 4:1 FSR		60m from 1991 Shoreline	
Forty-Eight Metres - 3:1 FSR			
Forty-Eight Metres - 5:1 FSR			
Sixty-Eight Metres - 4:1 FSR			
Ninety-five Metres - 6:1 FSR			

N:\Planning\WAPPING\Wall_Maps\Zoning_Map\Zoning Bylaw\DCD1_Map 2.dwg

4350-011-6
3.

COMMUNITY SERVICES DEPARTMENT

APPLICATION NO. Z7/11	PROPOSAL Zoning Text Amendments to DCD1 District	EXISTING ZONING
LEGAL DESCRIPTION		CIVIC ADDRESS
		NEIGHBOURHOOD
DATE October 11, 2011	APPLICANT Victory Majors Investment Corporation 350 103 rd Street East Saskatoon SK S7N 1Z1	OWNER



A. COMMUNITY SERVICES DEPARTMENT RECOMMENDATION:

that at the time of the public hearing, City Council consider the Administration's recommendation to approve the application to amend Sections 13.1.3.1 and 13.1.3.3 of the Zoning Bylaw No. 8770 as outlined in this report.

B. PROPOSAL

An application has been submitted by Victory Majors Investment Corporation (Victory Majors) requesting that the following provisions of the Direct Control District 1 (DCD1) District be amended:

1. Section 13.1.3.1 Linkage and Land Use – that the limitations on office development be increased from 30 percent of gross floor area to a maximum of 100,000 square feet of gross floor area, to 40 percent of gross floor area to a maximum of 250,000 square feet.
2. Section 13.1.3.3 a) Maximum Building Height – that the maximum building height for Parcel YY be increased from the current limit of 42 metres on the south west portion of the site and 68 metres on the balance of the site, to 95 metres on the entire site.
3. Section 13.1.3.3 b) Building Setbacks – that subsections i) and iii) be amended to eliminate or provide greater flexibility in the provision of upper storey building setback requirements.
4. Section 13.1.3.3 c) Maximum Floor Space Ratio – that the maximum floor space ratio for Parcel YY be increased from 4:1 to 6:1.

These zoning amendments are intended to facilitate a revised development proposal for Parcel YY in River Landing. Please refer to Attachment 1 – Parcel YY Project Renderings.

C. REASON FOR PROPOSAL (By Applicant)

The specific requirements regarding the scale and size of an office building should be broadened to allow the City of Saskatoon (City) to evaluate specific applications with discretion based on meeting the City's overall urban design principles, market conditions, and merits of a specific proposal. Density of office use along the 19th Street edge of Parcel YY is an appropriate use that will further establish a key functional link for people activity between the Downtown, the various cultural destination nodes in the area, and the river as outlined in the Purpose and Objectives of the DCD1 District and overall policies of the area.

The limited building height on Parcel YY should be evaluated, in conjunction with density, and be based on the unique merits of at-grade urban design provided by a specific proposal and its relationship to the overall purpose and objectives of the DCD1 District. In consolidating the height requirements on Parcel YY, the City will have the discretion and opportunity to evaluate a singular and comprehensive urban plan on the largest and single most important development site in the South Downtown area.

Building setbacks must be evaluated by the City based on the merit and intent of the overall urban design. Wind mitigation, accessibility, and at-grade openness that benefit the general public should guide the City in evaluating a specific development proposal. Nineteenth Street is a vehicle-oriented arterial road; therefore, the City should have greater discretion on setbacks adjacent to this street that do not impact river views. The 19th Street edge of Parcel YY should mirror the urban condition to the north; thereby, creating a harmonized urban streetscape. Likewise, adjacent to Spadina Crescent, the City should have discretion on massing configuration that meet the urban design intent of at-grade openness while preserving the unique overall intent of a hard landscaped urban edge at the river.

The City should have the discretion to evaluate the specific density of a proposal based on an overall urban design intent that benefits the public in the provision of an at-grade multi-use open plaza that meets the overall objectives of the DCD1 District. High-density development with symbiotic uses, including offices, hotels, residential, and retail spaces, will generate more people activity, urban vibrancy, and a pedestrian-oriented development that puts more eyes on the street and the plaza 24 hours a day, 365 days of the year.

Unlike the surrounding cultural parcels, Parcel YY has the opportunity to be a truly singular site with a mixed-use development with sufficient site area to include an at-grade urban scale plaza for use by the general public. To maximize the plaza area, the City must be able to evaluate, with discretion, a development proposal based on its merits.

Amending the above clauses will provide discretion to the City to evaluate applications on a holistic level in satisfying the overall urban design intent of the DCD1 District, while being responsive to unique conditions. For example, the discretion to evaluate the combination of height and density allows the City to evaluate a proposal, which contains a large, urban plaza, that meets or exceeds the spirit and intent of the overall vision for River Landing.

D. BACKGROUND INFORMATION

These zoning amendments would apply to the property in River Landing. This area is zoned DCD1 and Architectural Control Overlay District (AC1). This zoning is based on

the vision for this area which was developed in the South Downtown Concept Plan 2004 and the South Downtown Local Area Design Plan. Both documents address the importance of building design and massing.

E. JUSTIFICATION

1. Community Services Department Comments

a) Policy Context

The South Downtown Local Area Design Plan notes that projects must incorporate sensitive design elements that break down perceived scale and mass to create comfortable, sunlit, human scale pedestrian environments and streetscapes.

It is the opinion within the Community Services Department that the quality of River Landing can be enhanced by adopting development standards that provide appropriate flexibility within the context of high-quality design principles and that provide opportunities to create enhanced features, such as well designed, publicly accessible, open spaces.

Additional building height and development density can serve to create an appropriate population base of workers, residents, and visitors, which will enhance the viability of retail services and public amenities on the site and in the area.

b) Proposed Zoning Amendments

In order to provide for appropriate design flexibility, while still ensuring that buildings are designed in a manner consistent with the intent of the DCD1 and AC1 guidelines, it is recommended that the following requirements be amended as follows:

i) Linkage and Land Use

The land use provision in the DCD1 District is currently drafted as follows:

Category	Intent	Uses	Guidelines
Offices	To provide the opportunity for limited office development in the south Downtown.	General Office Space, Administration, Business Incubators, Meeting Space, Private Clubs, Public Utilities, and Communication Facilities.	Office development will be limited to 30 percent of permitted gross floor area per site. The 30 percent limit may be exceeded, up to a maximum of 100,000 square feet per site, where it can be demonstrated that the development contains an appropriate mix of uses, in the context of the site itself and the mix of uses on nearby sites. Offices should be located above the first floor where possible.

It is proposed that this clause be amended as follows:

Category	Intent	Uses	Guidelines
Offices	To provide the opportunity for balanced office development in the south Downtown.	General Office Space, Administration, Business Incubators, Meeting Space, Private Clubs, Public Utilities, and Communication Facilities.	Office development will be limited to 40 percent of permitted gross floor area per site. The 40 percent limit may be exceeded, up to a maximum of 250,000 square feet per site, where it can be demonstrated that the development contains an appropriate mix of uses, in the context of the site itself and the mix of uses on nearby sites. Offices should be located above the first floor where possible.

ii) Maximum Building Height and Maximum Floor Space Ratio

That DCD1 Maximum Building Height Map No. 2 be amended as shown in Attachment 2.

iii) Building Setback

The current zoning requirements respecting building setbacks read as follows:

- “i) All building elevations adjacent to a public street must provide a setback between the fourth and sixth storey which is appropriate to the scale of the building and the nature of the adjacent street and which provides appropriate sunlight penetration and wind effect protection.
- ii) All building elevations along 3rd Avenue must be set back a minimum three (3) metres at grade.
- iii) All buildings constructed along Spadina Crescent and which are greater than 27 metres in height must provide the building setback requirement outlined in i) above, and a further five (5) metre minimum setback above 27 metres.”

It is recommended that this clause be amended as follows:

- “i) All building elevations adjacent to a public street are encouraged to provide a setback between the fourth and sixth storey which is appropriate to the scale of the building and the nature of the adjacent street and which provides appropriate sunlight penetration and wind effect protection.
- ii) All building elevations along 3rd Avenue must be setback a minimum three (3) metres at grade.
- iii) All buildings constructed along Spadina Crescent and which are greater than 27

metres in height are encouraged to provide the building setback requirement outlined in i) above, and a further five (5) metre minimum setback above 27 metres.

- iv) The building setbacks in i) and ii) may be reduced or eliminated, where appropriate, to the scale and design of the building and the nature or the adjacent street, where appropriate sunlight penetration and wind protection are provided, and where significant public benefit in the form of additional enhanced at-grade public open space is provided including amenities such as gathering areas, landscape features, and public art.”

c) Neighbourhood Planning Section Comments

The Neighbourhood Planning Section has reviewed the information provided on the proposed text amendments to the DCD1 District and generally supports the amendments put forth by the applicant. Density of development is a critical element that will ensure the success of major developments at River Landing.

It is important to recognize that the DCD1 is a unique zoning district within the city. Because it is not found elsewhere in the city, the proposed amendments, if approved, will not affect sites outside of River Landing. The DCD1 is also unique in that its intent is to provide opportunities for significant landmark development along the riverfront, as outlined in the Zoning Bylaw No. 8770:

The DCD1, also known as the South Downtown Area, offers an unprecedented and unique waterfront development opportunity to strengthen the image of the Downtown by providing a consistent set of development guidelines for unified riverfront development.

A review of the proposal by Victory Majors against the objectives outlined for the DCD1 in the Zoning Bylaw No. 8770 suggest that the project was conceived with the spirit of the following specific objectives in mind:

- i) offer a dynamic blend of diverse and complementary land uses which will attract people to the South Downtown Area for year round, daily, and evening activity;
 - The proposal includes multi-unit residential including live and work, commercial office and retail space, a hotel, restaurant, cultural space, and an outdoor plaza.
- ii) provide complementary year-round indoor and outdoor public activities;
 - The proposal provides for year-round outdoor activities by providing a multi-use plaza with seating and a water feature that can be drained for concerts or other special events in summer, and used as a skating rink in winter.
- iii) provide for publicly accessible physical linkages, such as, walkways, above-ground linkages, and corridors to allow for the greatest opportunity for barrier-free access to the river, and allow public circulation between adjacent developments;
 - The proposal appears to provide for strong linkages by providing strongly defined pathways through the site. The multi-use urban plaza opens south onto Spadina Crescent East and towards the riverfront, providing for a strong connection with the rest of River Landing.
- iv) support and enhance existing and new commercial activities in the Downtown and Riversdale by encouraging both public and private investment;
 - The project provides for activities related to the hotel, office space, retail, and residential that will support and enhance existing commercial and cultural activities within River Landing and the Downtown as a whole.
- v) highlight the waterfront as a special feature in the context of an urban environment and provide strong linkages from the Downtown, South East Riversdale, the Gathercole site, and the riverbank;
 - The provision of the at-grade plaza, which opens onto

Spadina Crescent, will serve to enhance the connection with the waterfront and surrounding areas.

- vi) produce mixed-use developments that will result in an urban environment, which is integrated with public activities conducted, on or near, the riverbank; and
 - The proposal includes a mix of uses arranged in a high-density manner with public space that will help to integrate it with its public surroundings.
- vii) create a distinct identity and a sense of place in Saskatoon, and encourage the recognition of the historical richness of the area.
 - The concept site plan identifies several potential outdoor public art locations that can contribute to this.

d) Meewasin Valley Authority (Meewasin)

The proposed amendments were prepared in consultation with Meewasin's administrative staff. Meewasin's Board will consider these amendments following consideration by City Council.

2. Comments by Others

a) Infrastructure Services Department

The proposed Zoning Bylaw No. 8770 amendments are acceptable to the Infrastructure Services Department.

F. COMMUNICATION PLAN

A public information meeting was held regarding these proposed zoning amendments. The meeting was held on September 20, 2011, at the Farmers' Market. Approximately 45 people attended the meeting. Response to the revised development plans for Parcel YY was quite positive. The following written comments were provided by those in attendance:

- Keep the riverbank public and ensure that the plaza is not exclusively used for hotel patrons and condominium residents.

- The tall buildings look like they will create a canyon especially from the west where the hotel will block the setting sun. From the east, the residential tower will block the sun. Exposure from the south is good.
- I like the new Victory Majors design – it is much more integral to the beautiful new River Landing. However, I would like a proper dedicated bike path that is separated from pedestrians for everyone’s safety and to encourage easy movement.
- Feel that any factors that might seem negative have been adequately addressed.
- Like the idea of openness between the buildings and through the buildings. Also like the plans for having a large urban plaza connected to the riverbank with trails.
- I rather like the modernist style of the buildings to be built.
- Concerned that there isn’t enough parking to accommodate the increase in numbers of people who would like to visit the area; otherwise, I am in full support of the proposed project.
- Aesthetically, the development is well balanced and will add to the beauty of the riverbank in that the building should allow public access to the riverbank.
- Would like to keep the current amenities and the public use of facilities.
- Design of the building looks good, but if the buildings go higher where will residents or guests of residents in the condominiums park?
- The opening up of the site for the urban park plaza is a great idea that will allow for more height and other buildings.
- I believe the development with added height throughout the River Landing Area will attract more interest and translate into more value and revenue for the City with growth in property taxes.
- The design of the development is very mindful of shadowing/wind effects, also scale of development in relation to surrounding area.
- Important that the development is open and inviting to public at ground level all around development.
- Having all glass is a bit boring.
- Incorporate brick/colour into the building at least at grade.
- Have amenities that compliment the area but do not compete.
- Need to ensure commitment to public space. Inclusion of commercial/retail at ground level. Keep the building at human scale.
- I do not support the South Downtown Concept Plan and how it was arrived at; therefore, I cannot support what flows from it. Unfortunately, I do not support the

amendments sought by Victory Majors or the changes sought for River Landing Phase II.

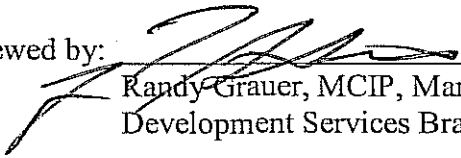
- The most important element is the opening and connection to the riverbank.
- Please make this the last design change and get it started.
- The development is visually attractive and should be able to attract out-of-town tourists to the area.
- Loved the original Lake Placed concept.
- I fail to see the need to increase height or reduce setback simply because the developer wants something different than the requirements, and there was a reason for them and the developer was aware of them.
- I have concerns about increasing the scale of development relative to Saskatoon's existing buildings.
- Accessibility for public should be done by minimizing or eliminating steps. Access from different streets is important too and the buildings shouldn't be barriers to River Landing public spaces.
- The plaza in the middle of the buildings is good and there will be a need to invite the public on the plaza (e.g. stores, restaurants) to make sure people use it. The proposed buildings in the present project are too bulky, with a lack of style and harmony, which make them look odd in the River Landing environment. Use more curves between the three buildings to make them look good.
- The "wow" factor is essential in River Landing to make it link between the river and the Downtown. Bulky buildings age poorly and we do not want this set of buildings to become an unfriendly, bulky block of building blocking the way between the river and Downtown 20 years from now.
- Need lots of underground parking and pedways (+15).
- Increased density is important, but also requires increased parking.
- Concerned that the vertical presentation of the buildings may be in conflict with the design of the Remai Art Gallery.


A legal notice of the proposed zoning amendments will be placed in The StarPhoenix once a week for two consecutive weeks. In addition, those who registered at the public information meeting will receive notification of the hearing.

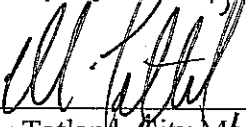
G. ATTACHMENTS

1. Parcel YY Project Renderings
2. DCD1 Maximum Building Height Map No. 2.

Written by: Tim Steuart, MCIP, Manager, Development Review Section

Reviewed by: 
Randy Grauer, MCIP, Manager
Development Services Branch

Approved by: 
Paul Gauthier, General Manager
Community Services Department
Dated: October 14, 2011

Approved by: 
Murray Totland, City Manager
Dated: Oct. 17/11

LEGEND

- A. NORTHWEST PEDESTRIAN PLAZA*
ADJACENT TO 19th STREET & 7th AVENUE
- B. NORTHEAST PEDESTRIAN PLAZA*
ADJACENT TO 19th STREET & 3rd AVENUE
- * NOTE
CORNER PLAZAS OFFER OPPORTUNITY FOR RETAIL
PUBLIC GATHERING SPACE SUCH AS
MULTI LEVEL TERRAIN
SCULPTURE DISPLAY PLINTH
VERTICAL ART DISPLAY WALL
PUBLIC SEATING AREA
- C. MULTI-FUNCTION PERFORMING ART SPACE
OPPORTUNITY FOR PUBLIC GATHERING SPACE SUCH AS
PERFORMANCE AREA
OPEN GATHERING SPACE
PUBLIC SEATING AREA
PAID SEATING
- D. URBAN PLAZA
POTENTIAL ALL SEASON USE INCLUDE
LANDSCAPE FUNCTION - SCULPTURE, PUBLIC
BRAND, SUMMER FUNCTION - PUBLIC GATHERING
FOOD, SUMMER FUNCTION - PUBLIC GATHERING
FESTIVALS
ART WALKS
CONCERTS
- E. SEATING TERRACES (URBAN THEATRE)
GRASS/SEATING AREA
- F. NORTH TERMINUS
OPPORTUNITY TO INTEGRATE HISTORIC ARCHITECTS
- G. SOUTH TERMINUS (VIEWING PLATFORM)
OPPORTUNITY TO INTEGRATE HISTORIC ARCHITECTS
SCULPTURE GALLERY ARCH

Gibbs



CONCEPT SITE PLAN





PERSPECTIVE VIEW OF URBAN PLAZA



PERSPECTIVE VIEW OF PROJECT



LEGEND

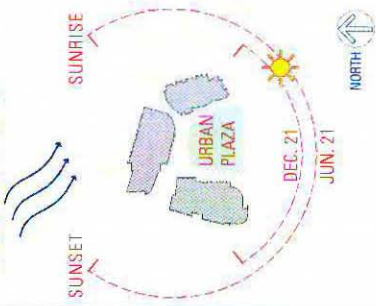
- SET BACK VARIANCE
- BUILDING HEIGHT VARIANCE

NOTE - 60% OF SPADINA ON FRONTAGE IS URBAN PLAZA

NOTE - 51% OF SITE AREA IS AT-GRADE URBAN PARK

ENVIRONMENTAL INFLUENCES

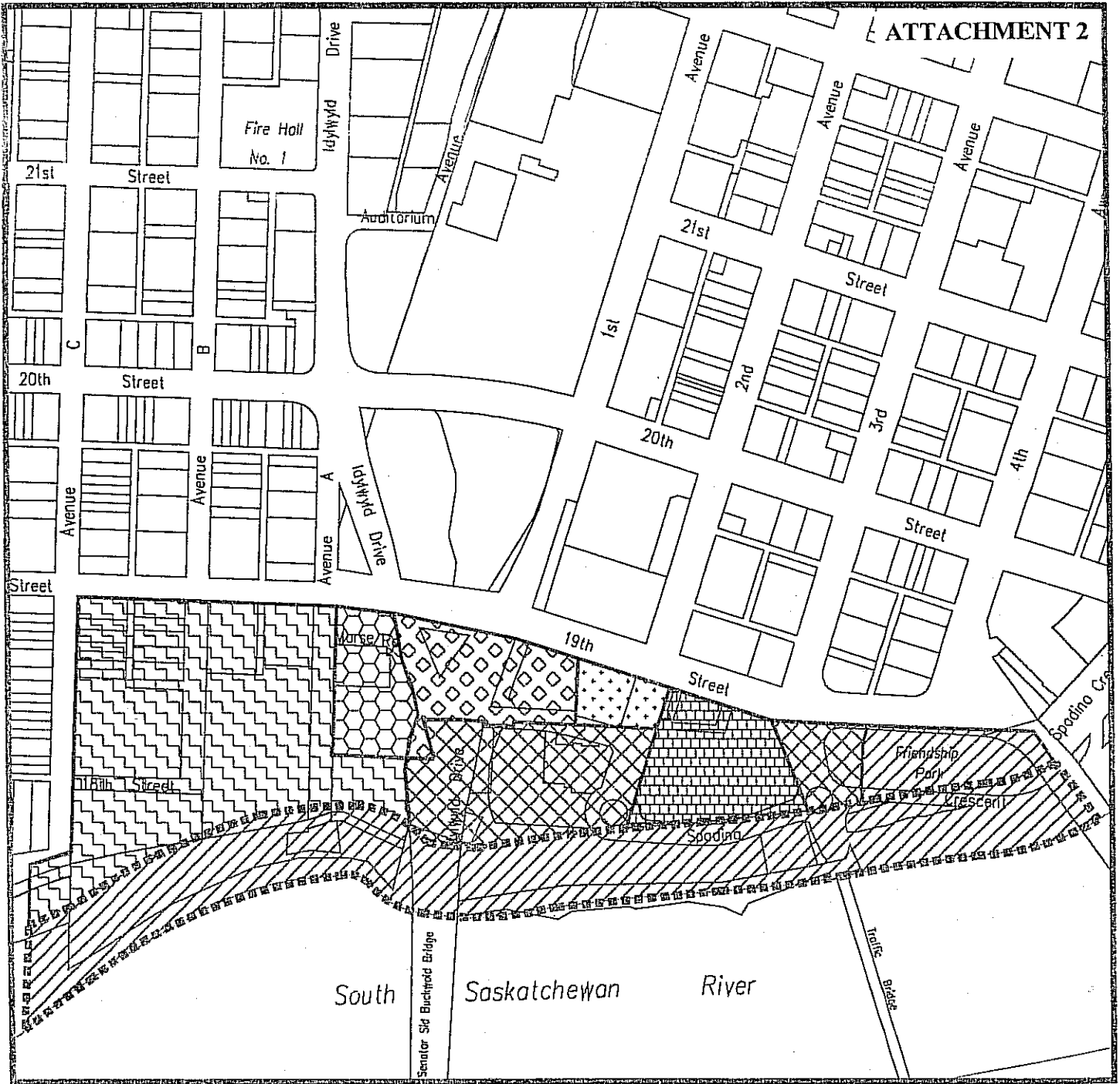
PREVAILING WIND WEST/NORTHWEST AT 19-22 km/h



AT-GRADE URBAN PLAZA AND VARIANCES



ATTACHMENT 2



DCD1 MAXIMUM BUILDING HEIGHT MAP No. 2

Fourteen Metres - 2:1 FSR



Twenty-Seven Metres - 4:1 FSR



Forty-Eight Metres - 3:1 FSR



Forty-Eight Metres - 5:1 FSR



Sixty-Eight Metres - 4:1 FSR



Ninety-five Metres - 6:1 FSR



Riverbank Area (11m) - 2:1 FSR



60m from 1991 Shoreline



City of Saskatoon

Community Services
 Planning & Development Branch



City of
Saskatoon
Office of the City Clerk

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

October 28, 2011

City Clerk

Dear City Clerk:

**Re: Municipal Planning Commission Report for Public Hearing
 Zoning Bylaw Text Amendments to Direct Control District 1 (DCD1)
 Applicant: Victory Majors Investment Corporation
 (File No. CK. 4350-011-6)**

The Municipal Planning Commission, at its meeting held on October 25, 2011, considered a report of the General Manager, Community Services Department dated October 11, 2011, regarding proposed Zoning Bylaw amendments to facilitate a revised development proposal for Parcel YY in River Landing.

The Commission has reviewed the proposed amendments with the Administration and the Applicant. The following is a summary of the issues considered by the Commission and further information provided:

- Proposed density and height --An updated map showing the proposed increase to the development density and building height was provided.
- Renderings of the proposed buildings and plaza relating to development of this site were provided for reference purposes in looking at the proposed amendments to the Direct Control District 1. It was clarified that they are conceptual at this point. If the proposed Zoning Bylaw Text amendments to the DCD1 District were approved by City Council, the more detailed application relating to the specific proposal would come forward for review by the Commission and City Council.
- The proposed changes provide for more flexibility for development of the site while, at the same time, providing for more open space around the site and improved public access and amenities.
- Although the details of the specific proposal for development of this site are not finalized, approximately 600 underground parking stalls would be provided for the proposed development.
- The proposed building heights and what might be envisioned with the specific development when it comes forward were discussed with the applicant.
- Increase in gross floor area for office development and the type of mixed use development that could be included were also reviewed.
- Design review that would occur in terms of the architectural detail relating to the specific application for development of the site, including building setback, was discussed.
- Traffic impact on other bridges with the Traffic Bridge being closed and how the opening of the South Bridge will help balance traffic in the downtown was reviewed.

October 31, 2011

Page 2

- Also reviewed was the impact of further residential development in the downtown in continuing to ensure downtown remains vibrant, including in the evening hours.
- A wind modelling study will be required when the application comes forward.
- Visual impact on river bank in terms of building height was reviewed.
- Input provided at the public meeting was reviewed including the desire to see completion of development of this site.

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

“that the application to amend Sections 13.1.3.1 and 13.1.3.3 of Zoning Bylaw No. 8770, as outlined in the report of the General Manager, Community Services Department dated October 11, 2011, be approved.”

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 proposed Zoning Bylaw Text Amendments for the Direct Control District 1.

Yours truly,



Diane Kanak
Deputy City Clerk

DK:sj



Zoning Notice

DCD1 ZONING DISTRICT – RIVER LANDING

PROPOSED ZONING BYLAW TEXT AMENDMENT - BYLAW NO. 8981

Saskatoon City Council will consider an amendment to the City's Zoning Bylaw (No. 8770) Bylaw No. 8981, the Zoning Amendment Bylaw, 2011 (No. 21) will provide City Council with greater flexibility in considering development applications under the provisions of the DCD1 Zoning District.

More specifically, the following amendments to the Direct Control District 1 (DCD1) are being proposed:

i) Section 13.1.3.1 – Linkage and Land Use

It is proposed that the land use provision in the DCD1 District for OFFICES be amended to provide for balanced office development in the South Downtown. The limitations on office development are proposed to be increased from 30% of gross floor area to a maximum of 100,000 square feet per site to 40% of gross floor area to a maximum of 250,000 square feet per site.

ii) Section 13.1.3.3 a) & c) – Maximum Building Height and Maximum Floor Space Ratio

It is proposed that the DCD1 Maximum Building Height Map No. 2 be amended to allow the maximum building height for Parcel YY, Registered Plan No. 101971807, to be increased from the current limit of 42 metres on the south west portion of the site and 68 metres on the balance of the site, to 95 metres on the entire site and that the maximum floor space ratio be increased from 4:1 to 6:1.

iii) Section 13.1.3.3 b) – Building Setbacks

It is proposed that the building setback requirements in the DCD1 District be amended to provide that the required building setbacks may be reduced or eliminated, where appropriate, to the scale and design of the building and the nature of the adjacent street, where appropriate sunlight penetration and wind protection are provided, and where significant public benefit in the form of additional enhanced at-grade public open space is provided including amenities such as gathering areas, landscape features, and public art.

REASON FOR THE AMENDMENT – The reason for this amendment is to facilitate a revised development proposal for Parcel YY in River Landing in a manner consistent with the overall purpose and objectives of the DCD1 District.

INFORMATION – Questions regarding the proposed amendment or requests to view the proposed amending Bylaw, the City of Saskatoon Zoning Bylaw and Zoning Map may be directed to the following without charge:

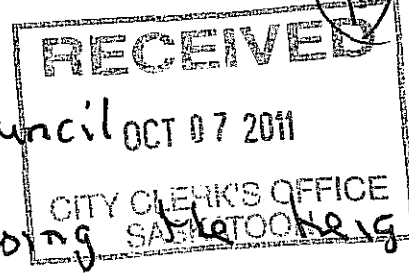
Community Services Department, Planning and Development Branch
Phone: 975-8103 (Tim Stuart)

PUBLIC HEARING – City Council will hear all submissions on the proposed amendment and all persons who are present at the Council meeting and wish to speak on **Monday, November 21st, 2011 at 6:00 p.m. in Council Chamber, 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 Third Avenue North, Saskatoon, SK S7K 0J5

All submissions received by the City Clerk by 10:00 a.m. on Monday, November 21st, 2011 will be forwarded to City Council. City Council will also hear all persons who are present and wish to speak to the proposed Bylaw.

Oct 7, 2011



To Mayor and City Council

In regards to increasing the height of the proposed development in the River Landing area. This should have been brought to the council, mayor and public before the corporation accepted taking over the development from the previous developer who the City (I feel improperly) gave numerous extensions which as you know went nowhere except to cost the city and its citizens lost time and money. The ~~is~~ new corporation accepted the development height. They have no excuse to increase it and change the skyline and sunshine of the city more than was agreed to.

If a homeowner wanted to increase ⁽¹⁾ ⁽²⁾
his house so much over its
zoned size I'm sure it would and
could not be approved.

Only the citizens of Saskatoon
can grant this exception.

The mayor and council should not.

If the builder can't abide to
what he originally agreed then let
him forfeit and pay a penalty

and find some one else who will.

The citizens not the corporations
should control the city

Please unconditionally reject this request
if you want to truly represent its residents

and voters

Hank Drexler

221 Nahanni Dr

Saskatoon SK S7K 3Z7

hankd@shaw.ca

934-3441 (H)

664-6616 (W)



BYLAW NO. 8977

The Street Closing Bylaw, 2011 (No. 11)

The Council of The City of Saskatoon enacts:

Title

1. This Bylaw may be cited as The Street Closing Bylaw, 2010 (No. 11).

Purpose

2. The purpose of this Bylaw is to close a portion of the lane adjacent to 620 Weldon Avenue, Saskatoon, Saskatchewan.

Closure of Portion of Lane

3. All that portion of lane more particularly described as all of the lane that lies North of Lot 31, Block 7, Registered Plan No. H771 between Weldon Avenue and the lane, as shown on Plan of Proposed Lane Closure and Consolidation by Calvin W.A. Bourassa, S.L.S. dated October 4, 2011 and attached as Schedule "A" to this Bylaw, is closed.

Coming into Force

4. This Bylaw comes into force on the day of its final passing.

Read a first time this _____ day of _____, 2011.

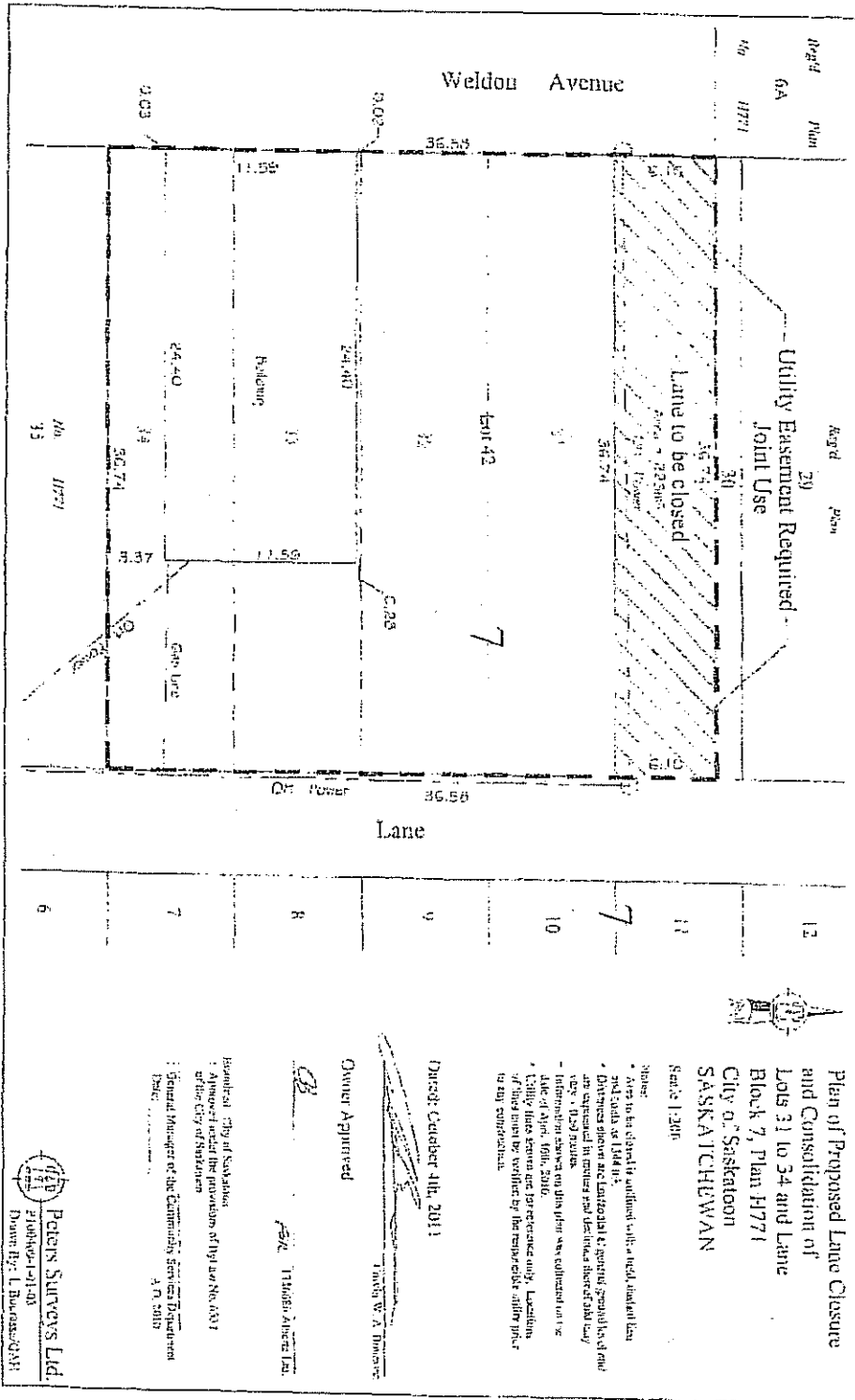
Read a second time this _____ day of _____, 2011.

Read a third time and passed this _____ day of _____, 2011.

Mayor

City Clerk

Schedule "A" to Bylaw No. 8977



Plan of Proposed Lane Closure
and Consolidation of
Lots 31 to 34 and Lane
Block 7, Plan H771
City of Saskatoon
SASKATCHEWAN
Scale: 1:200


- Notes:
- Areas in this plan that are outlined with a thick line are the boundaries of the lots and are shown in red.
 - Dimensions shown are in meters and are rounded to the nearest millimeter.
 - Information shown on this plan was collected on or after the date of issue.
 - Utility lines shown are for reference only. Locations of these lines are verified by the transmitter and/or other means by the surveyor.

Dated: October 4th, 2011

Owner Approved
[Signature]
Tasha W. A. Dinnon

[Signature]
S.A. Thibault, Surveyor

Branch of City of Saskatoon
Approved under the provisions of Bylaw No. 8977
of the City of Saskatoon
Deputy Manager of the Community Services Department
A.T. 5010

 Peters Surveys Ltd.
Professional Surveyors
Denny Hyslop, L. Burrows, Q.A.P.



Public Notice

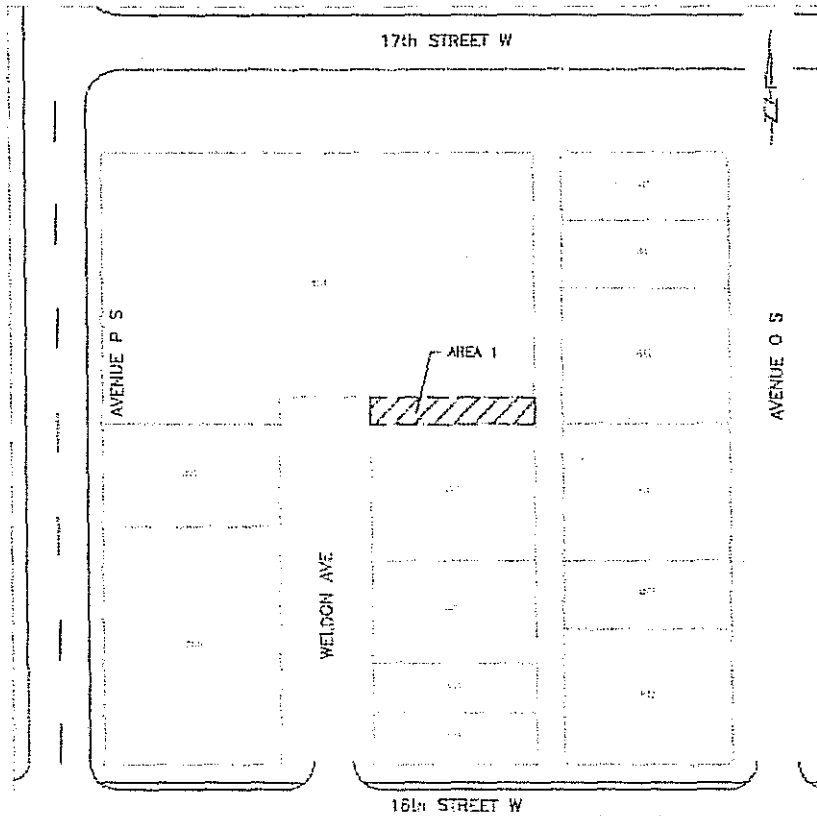


PROPOSED LANE RIGHT-OF-WAY CLOSURE – 620 WELDON AVENUE

City Council will consider and vote on a proposal from Infrastructure Services to close the lane right-of-way adjacent to 620 Weldon Avenue.

Should this closure be approved by City Council, the right-of-way will be sold for \$13,131.58 plus GST and consolidated with the adjacent property.

Notices have been sent to parties affected by this closure.



INFORMATION - Questions regarding the proposal may be directed to the following:

Infrastructure Services Department, Transportation Branch,
City Hall, 222 Third Avenue N., Saskatoon, SK
8:10 a.m. to 5:00 p.m. Monday to Friday (except holidays)
Phone: 975-2464 (Leslie Logie-Sigfusson)

PUBLIC MEETING - City Council will consider and vote on the above matter on Monday November 7, 2011, at 6:00 p.m. in the 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 Third Avenue North, Saskatoon SK S7K 0J5

All submissions received by the City Clerk by 10:00 a.m. on Monday November 7, 2011 will be forwarded to City Council. City Council will also hear all persons who are present at the meeting and wish to speak to the matter.

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 October 27, 2011 and November 9, 2011
(For Information Only)
(Files CK. 4000-5 and PL. 4300)**

RECOMMENDATION: that the information be received.

The following applications have been received and are being processed:

Subdivision

- Application No. 64/11: 2106 Louise Avenue
Applicant: Webster Surveys for Pamar Management Ltd.
Legal Description: Lot 14, Block 333, Plan 60S15784
Current Zoning: R2
Neighbourhood: Holliston
Date Received: October 20, 2011

- Application No. 65/11: Ledingham Drive
Applicant: Webster Surveys for Boychuk Construction Corp.
Legal Description: Surface Bareland Condominium of Lot 2, Block 1
Current Zoning: R1A
Neighbourhood: Rosewood
Date Received: October 20, 2011

- Application No. 66/11: 1637/1639 1st Avenue North
Applicant: George Nicholson Franko for Shane Curtis Simpson
Legal Description: Lot B, Block 15, Plan G826
Current Zoning: R2
Neighbourhood: Kelsey/Woodlawn
Date Received: October 21, 2011

Subdivision

- Application No. 67/11: 25th Street Extension
Applicant: Digital Mapping Systems for City of Saskatoon
Legal Description: Various
Current Zoning: IL1 and RA1
Neighbourhood: Central Industrial
Date Received: October 27, 2011
- Application No. 68/11: 11th Street West – Circle Drive South Road Widening
Applicant: George Nicholson Franko for Viterra Inc.
Legal Description: Part of Parcel D, Plan 101385233
Current Zoning: IL1
Neighbourhood: Agro Industrial
Date Received: November 1, 2011
- Application No. 69/11: 212 Willis Crescent
Applicant: Altus Geomatics for Baydo Development Corp.
Legal Description: Lot 2, Block 195, Plan 102038677
Current Zoning: M2
Neighbourhood: Stonebridge
Date Received: November 7, 2011
- Application No. 70/11: 127/129 Davies Road
Applicant: Altus Geomatics for Jason Luiten and
Larry and Jane Owen
Legal Description: Lot 47, Block 170, Plan 81S44733
Current Zoning: R2
Neighbourhood: Silverwood Heights
Date Received: November 8, 2011

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

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. 64/11
2. Plan of Proposed Subdivision No. 65/11
3. Plan of Proposed Subdivision No. 66/11
4. Plan of Proposed Subdivision No. 67/11
5. Plan of Proposed Subdivision No. 68/11
6. Plan of Proposed Subdivision No. 69/11
7. Plan of Proposed Subdivision No. 70/11

A2) Bid for 2012 Canadian Men's Curling Championship - Request for Financial Support (Files CK. 1870-15, x 205-1 and LS. 1870-12-2)

- RECOMMENDATION:**
- 1) that City Council approve funding totalling \$150,000 to be allocated, as outlined below, to the 2012 Tim Horton's Brier, as this event meets the eligibility requirements as outlined in Special Events Policy C03-007;
 - 2) that \$75,000 be paid on December 15, 2011; and
 - 3) that \$75,000 be paid upon submission of a post event evaluation report, as outlined in the policy.

BACKGROUND

This report will address the request from the 2012 Tim Horton's Brier organizing committee for financial assistance from the Special Event Reserve based on Special Events Policy C03-007 and provide a summary of the Administration's review of the business plan submission.

REPORT

The 2012 Tim Horton's Brier will be held in Saskatoon from March 3 to 11, 2012. This event will utilize Credit Union Centre as its facility, which will host this Canadian Men's Curling Championship event. Each province and territory will send a representative to compete in the Tim Horton's Brier, with the winner going on to represent Canada at the World Men's Curling Championship in Basel, Switzerland.

The host committee is excited to welcome the country to Saskatoon for this event and is anticipating a cumulative attendance in excess of 190,000 people taking in nine days of curling excellence. As

well, the host committee is confident that television coverage of this event will provide tremendous exposure to the city of Saskatoon and the Province of Saskatchewan (Province) as they host this prestigious national event.

On September 16, 2011, the Tim Horton's host committee submitted a final copy of their detailed business plan to City of Saskatoon (City) Administration (see Attachment 1). The host committee also submitted a request for the partial release of funds, prior to the event, to assist with operating costs now being incurred. They have requested \$75,000 be released prior to the end of 2011, with the remaining \$75,000 to be released upon the conclusion of the event and submission of a post-event evaluation report to the City.

The Administration has reviewed the business plan and concluded that this request for funding meets the objectives of the Special Events Policy C03-007 as a sports event. Overall, the local organizing committee has prepared a business plan that is consistent with the criteria approved by City Council.

Business Plan Highlights:

Mission Statement – The host committee of 2012 Tim Horton's Brier is committed to ensuring that this event is one of the best in history, as both the City and the Province will be supporting this event in showcasing curling teams from across the country. This event will also leave legacies to support the local curling community in their efforts to further develop curling in Saskatoon and the province.

Strategic Goals – The 2012 Tim Horton's Brier will stage a premium event that provides the best facilities and conditions for curlers representing 12 provinces and territories so they may compete on an equal basis and showcase their abilities. The Tim Horton's Brier will provide the following benefits for both the City and the Province:

- a) tourism benefit,
- b) financial gain, and
- c) opportunity to showcase ourselves nationwide.

Strategic Alliance – The Province has committed a contribution of \$500,000 to this event. The event will be further supported by the requested grant from the City, as well as from ticket sales and sponsorship. The sponsorship goal alone is valued at \$810,000, which includes a combination of cash and in-kind sponsorships.

Local Organizing Committee – The 2012 Tim Horton's Brier Staff is comprised of Rob Dewhirst, Event Manager, and three other Administrative staff from the Canadian Curling Association. As

well, the host committee is made of the following individuals who are volunteering their time on the committee:

- 1) Kerry Tarasoff, Committee Chair;
- 2) Barry Whitehouse, Vice Chair, Volunteers and Special Events;
- 3) Jerry Shoemaker, Vice Chair, Facilities;
- 4) Shauna Korol, Vice Chair, Hosting;
- 5) Mark Lane, Vice Chair, Brier Patch; and
- 6) Vern Affeldt, Curl Saskatoon Liaison.

There are a number of other volunteers involved with the host committee to ensure the success of this event.

Infrastructure Requirements – Both the Credit Union Centre and TCU Place meet the standards for hosting this event, therefore, no further infrastructure is required.

Requested City Services – The host committee has already met with City Transit Services Branch to establish bus service required for this event, similar to what was put in place for the 2004 Brier. The host committee will also be requesting banners be hung on light standards and have been in contact with the Urban Design Section of the Land Branch in this regard.

Event Operating Budget – The organizing committee has submitted an Event Operation Budget that meets policy criteria. This budget remains confidential at this time.

Legacy – The 2012 Tim Horton's Brier has identified a \$15,000 legacy that will be provided to Curl Saskatoon to be distributed to the four Saskatoon curling clubs for much needed capital upgrades to their facilities. The four curling clubs to benefit from this legacy are CN Curling Club, Granite Curling Club, Nutana Curling Club, and Sutherland Curling Club. The legacy identified for this event meets the criteria outlined in the Special Events Policy C03-007.

Given that the 2012 Tim Horton's Brier also has an income sharing agreement with Curl Saskatoon, the four Saskatoon curling clubs identified here will also see additional funds returned to them from this event based on final event revenues.

Economic Impact – The Sport Tourism Economic Assessment Model (STEAM) was used to determine the economic impact of this event. Based on this model, it is estimated that this event will have a Gross Domestic Product (GDP) of \$17,581,720. The GDP is the net economic impact an event has on a community.

Prize Purse – There is no prize money for this event. Athlete's travel expenses are paid by the

event and they are also provided a per diem. The winners of the event will be eligible to receive Sport Canada funding for two years.

Event Profits – Any profits recognized from this event will be shared between the Canadian Curling Association and the local host committee, which includes Curl Saskatoon. The Canadian Curling Association will also share its event profit with Curl Saskatchewan to further develop amateur curling across the province. The Canadian Curling Association assumes all financial risk should there be a financial loss. The local host committee is guaranteed to receive a minimum hosting fee regardless of financial outcome. The local curling clubs, through Curl Saskatoon, will receive a portion of the \$15,000 legacy regardless of the financial outcome of this event.

According to Special Events Policy C03-007, the 2012 Tim Horton's Brier is eligible for funding and satisfies the requirements outlined in the Policy. Based on the detailed business plan submitted by the organizing committee, this event is consistent with the objectives of the Policy, as follows:

- 1) to attract visitors to the city of Saskatoon and, in so doing, generate significant economic benefit for the community;
- 2) to enhance the profile and visibility of the city of Saskatoon, nationally, and internationally;
- 3) to enhance community spirit and pride; and
- 4) to develop an awareness, understanding, and appreciation of art, culture, and recreation.

OPTIONS

The only other option is to not approve the payment of funding as outlined in the recommendation.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The 2011 Major Special Event Reserve currently has a \$310,000 uncommitted balance of which, pending City Council approval, \$75,000 could be allocated to this event in 2011. The remaining \$75,000 in funding for this event would be allocated in the 2012 expenditures from this reserve. Attachment 2 outlines the funding and expenditures for the Special Event Reserve from 2011 to 2013.

STAKEHOLDER INVOLVEMENT

The Administration will inform the organizing committee of City Council's decision regarding the outcome of the recommendation proposed in this report.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PUBLIC NOTICE

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

ATTACHMENTS

1. 2012 Tim Horton's Brier Business Plan
2. Major Special Event Reserve - Funding and Expenditures

Section B – CORPORATE SERVICES

B1) Annual Report 2010 Canadian Award for Financial Reporting (Files CK. 430-80 and CS. 1895-3)

RECOMMENDATION: that the information be received.

REPORT

Attached for City Council's information, is the 2010 City of Saskatoon Annual Report which includes the Audited Consolidated Financial Statements for the year ending December 31, 2010. The financial statements were approved by City Council at its meeting held on August 17, 2011, in order to meet the required legislative approvals, however, the annual report, which normally incorporates these statements, had to be delayed to complete the printing process.

Included in the annual report, is the recognition of The Government Finance Officers' Association of the United States and Canada (GFOA) *Canadian Award for Financial Reporting* for the City of Saskatoon's 2009 annual financial report. The *Canadian Award for Financial Reporting* program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports. Its attainment represents a significant accomplishment by a government and its management.

The award was based on the City's submission of its 2009 financial statement. The 2010 financial statements incorporated the same principles included in the 2009 statement, as well as any recommended improvements made by the Review Committee. The annual report was judged by an impartial Canadian Review Committee to meet the high standards of the program, including demonstrating a constructive "spirit of full disclosure" designed to clearly communicate the municipality's financial story and to motivate potential users and user groups to read the report.

The financial statements were prepared by the Finance Branch of Corporate Services, in conjunction with the Annual Report prepared by the Communications Branch of the City Manager's Office.

It is the eighth time the City of Saskatoon has received this award and the fourth time in as many years.

The GFOA is a non-profit professional association serving 17,400 government finance professionals in the United States and Canada with offices in Chicago, Illinois and Washington, D.C.

PUBLIC NOTICE

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

Administrative Report No. 21-2011
Section B – CORPORATE SERVICES
Monday, November 21, 2011
Page 2

ATTACHMENT

1. 2010 City of Saskatoon Annual Report

Section D – HUMAN RESOURCES

D1) City of Saskatoon – 2010 Absenteeism Report (Files CK. 4630-1 and HR. 4500-13)

RECOMMENDATION: that the information be received.

BACKGROUND

On an annual basis, your Administration provides City Council with a copy of its corporate-wide, short-term absenteeism report. Attached, for Council's review, is the report for the year ended December 31, 2010. In an effort to identify opportunities for improvement pertaining to absenteeism, the report was reformatted and expanded in 2009. The five year trend information is located in the Corporate Totals section of the report on pages 50-52.

The Absenteeism Report separates short term absenteeism into two separate categories: Periodic Absences (less than 10 days for the same illness/injury) and absences due to Ongoing Medical Conditions (10 days or more for the same illness/injury). In addition, the report includes statistics related to occupational injuries and illnesses (WCB-Workers' Compensation Board).

REPORT

The City of Saskatoon began tracking and reporting short term absenteeism statistics in 2001. Over the past five years the number of employees eligible for sick leave benefits has increased by 14.8% as the employee population has grown. In addition to this growth, the hours worked (exposure hours) as a corporation have also increased by 14.0% since 2006. Notwithstanding this growth, the 2010 Absenteeism Report shows decreases in all areas of measurement of short term absenteeism; total hours, total number of incidents and total costs.

Statistics for Saskatchewan obtained from the 2010 Statistics Canada Labour Force Survey have identified the average number of incidents of absence due to illness or injury is 7.5 for the Public Sector and the average number of days missed per employee as 9.7 for that same group.

Comparatively, in 2010 the City of Saskatoon's corporate average number of incidents of short term absenteeism per employee was 3.1 and the average number of days missed per employee was 7.1. In 2010, 518 employees (18% of those eligible for sick benefits) had zero (0) incidents of absenteeism.

Section 6 on page 40 of the Absenteeism Report includes statistics pertaining to occupational injuries and illnesses. The report shows a significant decrease in both duration of injury (days lost due to occupational injury/illness) and also in WCB costs. The lost time injury frequency (injuries per 100 workers) for the corporation was 5.51 as compared to 6.60 in 2009. Comparatively, the lost time injury frequency for Saskatchewan municipalities, towns and RM's collectively was 5.04 in 2010.

Proactive health and safety activities were a major focus within each branch and department in 2010 which created a general increase in awareness among employees, supervisors and managers and a renewed commitment to health and safety throughout the corporation.

Over the past three years the corporation has focused on better reporting and management of short term absenteeism as well as statistics relating to work related injuries and illnesses. This increased focus has resulted in decreases in all measures of short term absenteeism as well as occupational related injuries and illnesses.

The Corporation takes a very comprehensive approach to absenteeism, health and safety and continues to strive to ensure that employees struggling with injury or illness are supported while at the same time ensuring that we are monitoring and managing workplace absenteeism. The focus on employee health and wellness is through programs such as: Workplace Wellness Programs, Health Management System, Attendance Support Program, and Disability Assistance Program. In addition, health and safety initiatives are focused on a more proactive, preventative approach to reducing injuries both in the workplace and at home.

PUBLIC NOTICE

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

ATTACHMENT

1. City of Saskatoon 2010 Absenteeism Report

D2) City of Saskatoon – Scent Awareness Policy
(Files CK. 4655-0 and HR. 4500-13)

RECOMMENDATION: that the information be received.

BACKGROUND

City Council at its meeting held on March 1, 2010, received an email from JoAnn McKinley who was an employee of the City of Saskatoon at the time the email was sent to Council. In this email, Ms. McKinley requested that "City Council create a policy that identifies the corporate workplaces as scent-free environments, similar to the Canadian Human Rights Commission (CHRC) Policy on environmental sensitivities." The request was forwarded to the Administration for information.

The CHRC requires by law that, as with others with a disability, employers accommodate employees with environmental sensitivities. The City's Disability Assistance Program provides accommodation for employees with occupational and non-occupational injuries or illnesses. Employees with environmental sensitivities are referred to the Disability Assistance Program upon receipt of information provided from a physician or specialist outlining the need for accommodation in the workplace as a result of a medical condition.

In keeping with other municipalities, public institutions and after extensive research into policy development for environmental sensitivities, the Administration has developed the attached Scent Awareness Policy for civic employees.

REPORT

The City of Saskatoon is dedicated to providing a healthy, safe and productive work environment for its employees. The Scent Awareness Policy will contribute to this goal through ongoing efforts to protect individuals with environmental or chemical sensitivities and to educate employees on the effects of fragrances and other scented products.

The policy provides guidelines for minimizing scents and odours in the workplace and outlines the responsibilities for managers, supervisors and employees under the policy. Education is one of the most effective methods of reducing the effect of scents in the workplace; many people do not realize that environmental sensitivity is a serious issue for some individuals. Raising awareness around the impact of scents in the workplace and following up with individuals directly involved in a situation generally resolves any issue that may arise.

In addition to the policy, regular communications pertaining to the impact of scents in the workplace are provided to all employees through emails, signage, safety meetings and the corporate newsletter; employees are reminded to minimize the use of scented products in the workplace respecting those individuals with environmental sensitivities.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PUBLIC NOTICE

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

ATTACHMENTS

1. JoAnn McKinley email dated February 19, 2010
2. Scent Awareness Policy

D3) 2010 Contract Negotiations
Saskatoon Civic Middle Management Association
(File No. CK. 4720-8)

- RECOMMENDATION:**
- 1) that City Council approve the proposed changes set out in the attached report dated November 16, 2011, with respect to the 2010 - 2012 contract with the Saskatoon Civic Middle Management Association; and,
 - 2) that City Council authorize completion of the revised contract incorporating all the changes for execution by His Worship the Mayor and the City Clerk under the Corporate Seal.

REPORT

Attached is a report dated November 16, 2011, detailing conditions agreed upon by the bargaining team of the City and the Saskatoon Civic Middle Management Association.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications.

PUBLIC NOTICE

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

ATTACHMENT

1. Report dated November 16, 2011.

Section E – INFRASTRUCTURE SERVICES

E1) Proposed Lease of City Boulevard 102 Braemar Crescent (Files CK. 4070-2 and IS. 4070-2)

- RECOMMENDATION:**
- 1) that the City of Saskatoon enter into a Boulevard Lease Agreement with Jian Lui and Ping Dong., to lease 27.3 square metres (293.86 square feet) of the boulevard located at 102 Braemar Crescent; and
 - 2) that the City Solicitor be requested to prepare the appropriate bylaw for approval by City Council, and Lease Agreement for execution by the Mayor and City Clerk, under the corporate seal.

BACKGROUND

The Infrastructure Services Department has received an application from Jian Lui and Ping Dong to lease a portion of the City boulevard adjacent to 102 Braemar Crescent in order to expand their yard to enclose 20-year old trees and install an air conditioner.

The proposed leased area, which is 27.3 square metres (293.86 square feet), is shown on attached Plan 240-0062-002r001 (Attachment 1) and is located in an R1A zone.

The Land Branch has determined the value of the land to be \$1.23 per square foot.

Infrastructure Services is in agreement with the lease for a term of five years, with a renewal option thereafter. A new rate will be determined at the beginning of each renewal period. A 30-day written notice is required to cancel the lease by Infrastructure Services or Jian Lui and Ping Dong.

The proposed lease, if approved by City Council, will be subject to the following conditions:

1. Fencing will be installed to prevent access between the street and the lease area, 1.7 metres from face of curb except at permitted driveways;
2. Access will be only from adjacent property;
3. Leased area will be used to increase yard area;
4. No permanent structures will be allowed on leased area;
5. Upon termination of the lease, the property will be returned to its pre-lease condition;
6. The cost to lease this City right-of-way is determined using 7% of the current land value, plus G.S.T. per year, for 27.3 square metres (293.86 square feet), which is \$361.45, plus G.S.T.; and

7. That the applicant maintain general liability insurance in an amount of \$2,000,000, which will name the City of Saskatoon as an additional insured.

The applicant has agreed that these conditions are acceptable.

PUBLIC NOTICE

Public Notice pursuant to Section 3 of Policy C01-021, Public Notice Policy, is not required.

ATTACHMENT

1. Plan 240-0062-002r001

E2) Transfer of Funding from the Water and Sewer Infrastructure Replacement Reserve to the Stabilization Reserve for Water and Wastewater (Files CK. 1702-1, CK. 1815-1 and US. 1700-1)

RECOMMENDATION: that the Administration proceed with Public Notice recommending:

- 1) that funding in the amount of \$943,000 be returned to the Water and Sewer Infrastructure Replacement Reserve from the following Capital Projects:
 - a) Project 1615 - Water Distribution, in the amount of \$563,000;
 - b) Project 1616 - Waste Water Collection, in the amount of \$100,000; and
 - c) Project 1617 – Primary Water Mains, in the amount of \$280,000; and
- 2) that this returned funding be moved from the Water and Sewer Infrastructure Replacement Reserve (Capital) to the Water and Wastewater Stabilization Reserve (Operating).

REPORT

The prolonged period of swiftly moving water and high water levels in the South Saskatchewan River during the summer of 2011 impacted the rate of water intake at the Water Treatment Plant which made it necessary for the City to enact a “watering ban” during the warmest summer

months of 2011. This has resulted in the actual consumption to date being significantly below the budgeted amount, and as a result, both the water and wastewater utilities are projecting deficits. The Water and Wastewater Stabilization Reserve does not have funding to offset the deficits, and as a result, any realized deficits would need to be covered by the general operating fund. The Administration does not feel it is appropriate for the general fund to subsidize the utilities.

The Administration reviewed all expenditures for both Operating and Capital programs in the water and wastewater utilities and instituted spending freezes in the summer of 2011. In addition, previously approved projects funded from the Water and Sewer Infrastructure Replacement Reserve have been reviewed and reprioritized to identify funding that could be returned to the Water and Sewer Infrastructure Reserve. The Administration is recommending that these funds be redirected to the Stabilization Reserve for water and wastewater to assist in offsetting the decreased revenues experienced in the water and wastewater utilities in 2011.

The review identified \$943,000 which can be returned to the Water and Wastewater Replacement Reserve, in accordance with Capital Reserve Bylaw, 6774. This return is being made from 2011 approved allocations as follows:

- \$513,000 from the Preservation Program component and \$50,000 from the Capacity Programs component of Capital Project 1615 - Water Distribution;
- \$100,000 from the Preservation Program component of Capital Project 1616 - Waste Water Collection; and
- \$130,000 from the Preservation Program component and \$150,000 from the Capacity Programs component of Capital Project 1617 – Primary Water Mains.

OPTIONS

An option would be to leave the returned funding in the Water and Sewer Infrastructure Reserve. This would not provide any reduction to the anticipated deficit and would require the full deficit to be covered through the general operating fund. It should be noted that the Reserve is currently in a deficit position as a result of the advancement of Flood Protection projects and the payment of the claims related to the 2005 floods. The Reserve will be repaid over time through the Flood Protection Levy being billed and collected from utility customers. Returning the funds to this reserve would help reduce this deficit, but not eliminate it.

FINANCIAL IMPLICATIONS

The reallocation of these funds is required to manage the deficit position of the utility, which is a direct result of decreased revenues due to the watering ban implemented in 2011. The capital

programs for the whole water and wastewater system will be re-prioritized to match the funding available. The net effect is, however, an increase in the infrastructure deficit for the water and wastewater system.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications.

PUBLIC NOTICE

This transaction requires public notice and approval from City Council, as Capital Reserve Bylaw, 6774 states that any amounts returned from capital projects are to go back to the source they came from; that these reserves only contain funds for capital expenditures; and that the reserves shall not be used for operating expenses.

Rather than retaining the amount in the reserve, the Administration is requesting to proceed to public notice to transfer the returned funding in the amount of \$943,000, as identified above, from the Water and Sewer Infrastructure Reserve to the Water and Wastewater Stabilization Reserve.

Section F – UTILITY SERVICES

F1) Proposed Land Acquisition for Saskatoon Regional Waste Management Centre (Files CK. 4020-1 and LA. 4022-11-4)

- RECOMMENDATION:**
- 1) that the City purchase Parcel Z, Plan No. 101833848 Ext O for the purpose of the Saskatoon Regional Waste Management Centre operations at a purchase price of \$9,100; and,
 - 2) that the City Solicitor be requested to prepare the necessary purchase agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

BACKGROUND

Capital Project #0876 – US – Regional Waste Management Facility includes a project to construct a new Equipment Storage and Maintenance Facility at the Saskatoon Regional Waste Management Centre (Landfill). For operational reasons, it is desirable to build this facility partially on Parcel Z, which is currently under the ownership of SaskPower. As part of a March 2004 land purchase agreement between the City and SaskPower, it was agreed that SaskPower would sell Parcel Z to the City at a price to be negotiated and agreed upon by both parties once the railway tracks were no longer required and removed from the lands. The railway has since been decommissioned and the tracks removed.

REPORT

Parcel Z, Plan 101833848 Ext 0, Surface Parcel No. 153327674, encompasses an area of approximately 0.91 acres (see Attachment 1) for a visual reference. The City's Property Agent has negotiated a purchase agreement with Saskatchewan Power Corporation for the required land.

Noteworthy details of the Offer to Purchase Agreement are as follows:

Purchase Price

Purchase price is \$9,100 with an initial deposit of \$1,100; the balance of the purchase price is to be paid on the closing date.

Conditions Precedent

1. Approval of Saskatoon City Council by December 5, 2011.
2. Possession date shall be immediately upon approval by Saskatoon City Council.
3. Closing date of this transaction shall be December 30, 2011 or a date sooner that is mutually agreed upon by both parties.

Significant Terms and Conditions of the Offer to Purchase

1. Each party shall be responsible for its own legal costs.
2. Parcel Z will be transferred to the City on an “as is” basis.

OPTIONS

There are no options.

POLICY IMPLICATIONS

There are no policy implications

FINANCIAL IMPLICATIONS

Capital Project #0876-11 – Landfill Equipment Sheds Upgrade/Replacement provides sufficient funding for this land purchase.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PUBLIC NOTICE

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

ATTACHMENT

1. Map Showing Parcel Z, Plan 101833848 Ext 0

- F2) 2011 Capital Budget**
Capital Project #876 – US – Landfill South Lateral Liner Expansion
Engineering Services - Contract Approval
(Files CK. 7830-4 and WT. 7970-65)

- RECOMMENDATION:** 1) that the proposal for providing engineering services for the detailed design, tender, and construction management of the Landfill South Lateral Liner Expansion from XCG Consultants Ltd. for a total upset fee of \$321,926.79 (including P.S.T and G.S.T.) be accepted; and,

- 2) that the City Solicitor be instructed to prepare the necessary Engineering Services Agreement for execution by His Worship the Mayor and the City Clerk under the Corporate Seal.

BACKGROUND

The Integrated Landfill Management Plan adopted by City Council on August 17, 2011 identified the South Lateral Liner Expansion (or Cell H Expansion) as Stage A of Landfill Optimization. Waste filling operations are moving off the main mound at the Saskatoon Regional Waste Management Centre (Landfill) to accommodate the construction of the Tall Wind Turbine and Landfill Gas Generation projects. For waste handling operations to continue, a new lined waste containment cell must be commissioned prior to the construction of the Tall Wind Turbine.

REPORT

Following the recommendations and project scope identified in Stage A of the Integrated Landfill Management Plan, a Terms of Reference was drafted outlining the requirements for the South Lateral Liner Expansion. Consulting engineering firms were invited to submit proposals regarding the provision of engineering services including a detailed design, tendering, and construction management. Responses were received from the following firms:

- XCG Consultants Ltd. (Edmonton, AB)
- Golder Associates (Saskatoon, SK)
- AECOM Canada Ltd. (Saskatoon, SK)
- MDH Engineered Solutions Corp. (Saskatoon, SK)

Following a rated criteria evaluation by Environmental Services, the proposal submitted by XCG Consultants Ltd. was rated as most favourable for the project.

OPTIONS

Administration could cancel the RFP and re-issue. However, the XCG proposal meets the requirements of the City and was deemed most favourable.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The upset fee for engineering services for the project, and the net cost to the City would be as follows:

Basic Upset Fee	\$257,340.00
Disbursements	31,710.00
Other Expenses	16,400.00
Subtotal	<u>\$305,450.00</u>
P.S.T. (on 30% of design (\$80,286))	1,204.29
G.S.T. @ 5%	<u>15,272.50</u>
Total Upset Fee	\$321,926.79
G.S.T. Rebate @ 5%	<u>(15,272.50)</u>
Net Cost to the City	<u>\$306,654.29</u>

Capital Project #876 – US – New Landfill Cell has sufficient funding to cover the costs for the engineering services for the detailed design, tender, and construction management of the Landfill South Lateral Liner Expansion.

ENVIRONMENTAL IMPLICATIONS

The new waste containment cell is required to provide space for ongoing Landfill waste operations. The cell will feature a liner and leachate collection system to prevent groundwater contamination. The cell will be constructed to meet or exceed Saskatchewan Ministry of Environment regulations.

The cell design will make provisions for the future expansion of the landfill gas project, reducing the green house gas emissions from the Landfill Facility.

PUBLIC NOTICE

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

F3) Landfill Gas Collection System
Saskatoon Light & Power: Capital Project #2305:
Electrical Supply Options – Generation Landfill Gas
(Files CK. 2000-5, x 1000-1 and WT. 2000-10)

- RECOMMENDATION:**
- 1) that the proposal submitted by Kramer Limited for the supply of two landfill gas engine-generator systems at a total estimated cost of \$2,038,434.20, including taxes be accepted; and,
 - 2) that the Corporate Services Department, Purchasing Services, issue the appropriate Purchase Order.

BACKGROUND

Saskatoon Light & Power (SL&P) is currently in the process of developing a landfill gas collection and power generation project at the Saskatoon Waste Management Centre (Saskatoon Landfill).

A Request for Proposal (RFP) was issued by SL&P for the supply of two landfill gas engine-generator systems. The purpose of this report is to make the necessary recommendations for the award of this contract to the successful proponent. A separate tender will be issued for the installation of this equipment within the power generation facility.

REPORT

On October 4, 2011, Purchasing opened three proposals for this project. The proposals are as follows:

Supplier Name	Total Proposal Price	Notes
European Power Systems Kimberley, BC	\$1,408,000.00	price subject to a Euro Currency exchange rate
Waterous Power Systems Calgary, AB	\$1,537,910.00	price subject to a US Currency exchange rate
Kramer Limited Regina, SK	\$2,038,434.20	

The submissions by European Power Systems and Waterous Power Systems are not being recommended for acceptance due to irregularities with their proposals. Both companies qualified their submissions by making them subject to foreign currency exchanges rates. The Proposal Form specifically stated "pricing must be in Canadian dollars". For this reason, we recommend that both proposals be rejected.

The submission by Kramer Limited of Regina, SK (with Branch Office on 11th Street West, Saskatoon) did not contain any irregularities and met all technical requirements. The Caterpillar engines proposed by Kramer have demonstrated strong performance in landfill gas applications without the requirement to remove impurities from the gas prior to combustion. Engines from other manufacturers often require the removal of siloxanes prior to combustion, which require additional capital and operating expenses.

Because the submission by Kramer Limited is within budget and is compliant with all requirements, it is recommended that their proposal, in the amount of \$2,038,434.20 including taxes, be accepted.

The budget estimate for this tender was \$2,835,000.00.

POLICY IMPLICATIONS

There are no known policy implications.

FINANCIAL IMPACT

The cost of the project is within the budget estimate of \$2,835,000.00, and adequate funding is available in Saskatoon Light & Power's Capital Project #2305: Electrical Supply Options - Generation Landfill Gas. This project is funded jointly through the Canada-Saskatchewan Provincial Territorial Base Fund. Saskatoon Light & Power's portion of the funding is 50%, for a total cost of \$1,019,217.10; and the Canada-Saskatchewan Provincial-Territorial Base Fund's portion of the funding is 50% for a total cost of \$1,019,217.10.

The total capital cost of the landfill gas collection system is estimated at \$5.1 million. The landfill gas power generation facility is estimated at \$4.9 million. Annual revenue projections for the power generation facility are estimated at \$1.3 million beginning in year 2013, with annual operating expenses estimated at \$0.4 million.

ENVIRONMENTAL IMPLICATIONS

An Environmental Screening has been completed for the project by the Environmental Assessment Branch of the Saskatchewan Ministry of Environment. The Ministry does not require any further assessment of environmental impacts for the project, subject to approval of an Emergency Response Plan for operation of the facilities. Collection and thermal destruction of the landfill gas is expected to result in an overall reduction in Greenhouse Gas Emissions of 46,800 tonnes annually (equivalent to removing over 9,000 vehicles from our roadways).

Administrative Report No. 21-2011
Section F – UTILITY SERVICES
Monday, November 21, 2011
Page 7

PUBLIC NOTICE

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

Section G – CITY MANAGER

G1) Proposed Land Acquisition for Circle Drive South (Files CK. 4020-12, LA. 4022-011-3 and CS. 4020-1)

- RECOMMENDATION:**
- 1) that the City purchase Parcel W, Plan No. 101833848 Ext O, for the purpose of road widening as part of the Circle Drive South River Crossing Project, at a purchase price of \$73,600;
 - 2) that the City Solicitor be requested to prepare the necessary purchase agreements; and
 - 3) that the cost of acquisition and related expenses be charged to the Property Realized Reserve, as an interim source of financing.

BACKGROUND

At its meeting held May 28, 2007, City Council considered Clause 6, Report No. 9-2007 of the Executive Committee and adopted the following recommendation with respect to the Circle Drive, South River Crossing project:

- “3) that the Administration be authorized to negotiate with all land owners identified for the acquisition of the necessary rights-of-way for the construction of this project.”

REPORT

Parcel W, Plan 101833848 Ext 0, Surface Parcel No. 153327618, encompasses an area of approximately 7.36 acres (see Attachment 1).

Parcel W is required to accommodate various roadway realignments as part of the Circle Drive South River Crossing project, tying Circle Drive South into Valley Road.

The City's Property Agent has negotiated a purchase agreement with Saskatchewan Power Corporation for the required parcel.

Noteworthy details of the Offer to Purchase agreement are as follows:

Purchase Price

Purchase price is \$73,600, with an initial deposit of \$13,600. The balance of the Purchase Price is to be paid on the Closing Date.

Conditions Precedent

- a) Approval of Saskatoon City Council by December 5, 2011.
- b) Possession Date shall be immediately upon approval by City of Saskatoon City Council.
- c) Closing Date of this transaction shall be December 30, 2011, or a date sooner that is mutually agreed upon by both parties.

Significant Terms and Conditions of the Offer to Purchase

1. Each party shall be responsible for its own legal costs.
2. Parcel W will be transferred to the City on an “as is” basis.
3. On or before the Closing Date, SaskPower will remove Interest # 155972683 from Parcel W and replace this Interest with an Interest for a 5m easement—as shown on Feature Utility Right of Way Plan No. 101800189.

OPTIONS

There are no options.

POLICY IMPLICATIONS

There are no policy implications

FINANCIAL IMPLICATIONS

It is recommended that the cost of acquisition and related expenses be charged to the Property Realized Reserve as an interim source of funding.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PUBLIC NOTICE

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

ATTACHMENT

1. Map Showing Parcel W, Plan 101833848 Ext 0

G2) 2011/2012 StarPhoenix Advertising Contract
(Files CK. 366-2 and CC. 366-2)

RECOMMENDATION: that an Advertising Agreement with The StarPhoenix be approved as a sole source contract with a total projected cost of \$450,000 for the period of September 1, 2011, to August 31, 2012.

The Communications Branch negotiates an annual volume sales agreement with The StarPhoenix for advertising in *The StarPhoenix* (Monday to Thursday) and *The Saskatoon Sun* (Sunday).

Previously, individual sections, branches, and/or departments would purchase advertising separately and be charged a line rate according to their individual volumes. Currently, the purchasing of newspaper advertising is conducted under one account to take advantage of volume discounts. This account has been extended to include the Boards and Commissions of City Council (i.e. Credit Union Centre, TCU Place, Mendel Art Gallery, Saskatoon Police Service, and the Saskatoon Public Library).

The 2011/2012 Agreement forecasts a \$450,000 volume of sales based on the previous year's volume. This includes public notice advertisements, three issues of the Leisure Guide and a Summer Mini Guide, the Voter's Guide, and the Annual Report to Citizens. The projected sales volume accounts for an estimated \$50,000 reduction for public notice advertisements. As part of the 2011 Civic Service Review, City Council at its meeting held on September 26, 2011, amended Public Notice Policy C01-021 by requiring that public notices under Sections 4 and 12.1 be published in *The StarPhoenix* on one occasion rather than two occasions.

The line rate, which is the amount charged for each line of advertisement, is based on this projected volume. It should be noted that the Agreement is similar to a blanket purchase order and does not require the City to spend the full amount in order to receive the line rate. As such, the City can continue to look for ways to minimize advertising expenditures.

The StarPhoenix has recently moved from a calendar year to a fiscal year; therefore, future agreements would be in effect from September 1 to August 31. The 2011/2012 StarPhoenix line rates have not changed from 2010 and are as follows:

- Monday to Thursday: \$1.32/line
- Friday and Saturday: \$1.49/line
- Sunday: \$1.13/line

In addition, The StarPhoenix will continue to try to place the CityPage in Section A of *The StarPhoenix* at no additional charge (a 30% saving). Also, as part of the Agreement, the City will receive a 50% saving on “filler” material (\$0.75/line), and a reduced rate for colour insertions.

In order to improve communications from the City to the public, the Communications Branch will continue to find ways to improve the quality and cost effectiveness of our CityPage and other print advertising materials.

POLICY IMPLICATIONS

The Cities Act requires City Council to adopt a Public Notice Policy which sets out the minimum notice requirements, the methods of notice to be followed, and the minimum time for giving notice with respect to any matters for which public notice is required to be given under *The Cities Act*.

In addition, *The Planning and Development Act, 2007* allows a Council, which has been designated as an approving authority, to adopt a Public Notice Policy for giving notice with respect to any matters for which public notice is required to be given.

In both situations, City Council Policy C01-021, indicates that public notice shall be published in *The StarPhoenix* on the Saturday at least seven days immediately prior to the meeting at which City Council will initially consider the matter. As a result, The StarPhoenix is a sole supplier, and therefore this agreement may be considered a single source contract.

FINANCIAL IMPACT

The Communications Branch negotiates an annual volume sales agreement with The StarPhoenix for advertising in *The StarPhoenix* and *The Saskatoon Sun*. The agreement allows the City to take advantage of volume discounts which have been previously estimated to save approximately \$100,000 annually. The 2011/2012 Agreement forecasts a \$450,000 volume of sales and accounts for an estimated \$50,000 reduction to reflect amended Public Notice Policy C01-021, requiring public notices be published in *The StarPhoenix* on one occasion rather than two occasions.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications.

PUBLIC NOTICE

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

ATTACHMENT

1. The StarPhoenix Advertising Agreement for 2011/2012.

G3) Third Quarter Results – City of Saskatoon’s 2011 Budget and Business Plan (Files CK. 100-14, CK. 1700-1, CC. 1700-1 and CC. 100-14)

RECOMMENDATION: that the information be received.

BACKGROUND

The City of Saskatoon has a strong business plan and budget model in place to guide the investment activities, projects, and service levels based on what citizens want and need. In December 2010, City Council approved the City of Saskatoon’s 2011 Budget and Business Plan entitled “*A New Era, A New Plan, A New Budget*”. The Budget provides the financial plan to support the Business Plan, which in turn, aims to reflect the needs of the community based on City Council and citizen input.

The 2011 Business Plan and Budget identifies key projects and initiatives that the City aims to accomplish, and identifies the financial resources for capital infrastructure projects and day-to-day operations. The Business Plan and Budget achieves the following:

- ties the resources allocated to the various programs, services, and projects to clear and achievable plans;
- integrates the capital and operating budgets to enable more effective management of the City’s financial resources; and
- combines the operating and capital budgets so that the full costs of funding the City’s business lines are more clearly understood.

The investments, programs, and services in the City of Saskatoon’s 2011 Budget and Business Plan have been developed to support a desirable quality of life in the community based on citizen expectation, balanced with the City’s ability to secure both human and financial resources to deliver the programs and services that the people of Saskatoon rely on each and every day.

REPORT

This report presents the third quarter results for the City of Saskatoon's 2011 Budget and Business Plan as of September 30, 2011. This report is an attempt to be more accountable, transparent, and efficient in the management of the City's financial resources and key projects.

Quarterly status updates on the City's Budget and Business Plan will help to ensure that City Council and the Administration are aware of emerging budget and business plan issues and challenges, so they can react accordingly. By providing these quarterly reports, this will help the City to mitigate any financial or corporate risks that may result from unplanned events, or new challenges that may emerge throughout 2011.

Highlights of Third Quarter Results

Civic Service Review

A Civic Service Review occurred during Special Public Executive Committee meetings held over the summer. The review was conducted in order to ensure the City is delivering the programs and services its citizens want and need as efficiently and effectively as possible, while encouraging continuous service improvement.

The Civic Service Review provided an opportunity to review priorities, realistically assess our ability to fund services, and identify where improvements can be made so that we are better prepared to provide services now and into the future.

The cost-reduction and revenue-generating ideas total just over \$1.7 million, and will help the City focus more on providing the core services Saskatoon residents want and need. The review also highlighted many areas where City Council did not want to see changes. The City is using the results of the review to better inform the upcoming budgeting and decision-making processes for the 2012 Business Plan and Budget.

Business Plan

A large majority of the projects identified in the Business Plan are on target. Attachment 1 provides a detailed summary of the status of key projects outlined in the City's 2011 Business Plan as of September 30, 2011. Highlights of these projects and status updates are noted (by business line) below:

Public Safety

- The drawings for the new headquarters for the Saskatoon Police Service are over 30% complete and in the review process. Construction trailers are on site, and the basement excavation began in September.

Land Development

- Servicing of lots has continued in Rosewood, Evergreen, and the Marquis Industrial Area, while lot sales have occurred in Hampton Village, Evergreen, and Rosewood.
- The concept plan for the Kensington neighbourhood will be sent to City Council for approval in early 2012.

Utilities

- Progress continues on the alternative energy projects:
 - the turboexpander power generator expected to generate electricity for 600 homes with zero emissions – detailed design will be complete in November, and tendering is expected in early 2012;
 - tendering for the gas collection system at the Saskatoon Landfill is underway; and
 - the tall wind turbine to generate electricity for up to 600 homes – the wind and environmental assessments are underway and planned to be completed by fall 2011.
- Final design is complete and the tender process is underway for the major upgrades to the water reservoir located at Avenue H and 11th Street.
- The superpipe installation is currently under construction in Westview, and is designed to collect surface water in major rain storms and prevent water from draining into residential basements.

Transportation

- Circle Drive South Project - work on the west side of the river is almost complete, and crews are removing the earth berm on the west side. Crews have started creating the earth berm in the river for the east side work. 11th Street east of Circle Drive is scheduled to be open by end of November, and concrete is poured for the decking on the Lorne Avenue overpass.

- Water and sewer lines have been installed to facilitate the construction and extension of 25th Street from Idylwyld Drive to 1st Avenue, and roadway construction is scheduled to begin in October.
- Construction of grading for Phase 1 of Highway 7 and 14 Interchange began in September.

Urban Planning and Development

- A Local Area Plan (LAP) review was conducted as part of the Civic Service Review process which highlighted the program achievements and proposed new directions and priorities for the LAP program. New LAPs will be prepared for the Mayfair/Kelsey-Woodlawn, Meadowgreen, and Montgomery Place neighborhoods.
- The City received a new funding commitment for affordable housing from the Provincial Government, and will use this funding to support the target of 500 new affordable housing units per year.
- The plan for the East Sector - the newest development east of Willowgrove and Rosewood - is under final review and will be submitted to City Council for approval in early 2012. Also, the concept plan for the south east sector of the Corman Park-Saskatoon Planning District is underway and is scheduled for completion in August 2012.

Recreation and Culture

- The Municipal Culture Plan was adopted by City Council in September 2011, and a community forum is scheduled to discuss roles, responsibilities, and indicators for success in implementing the plan.
- A planning model has been developed to determine the long-term needs for sports and recreation programs and facilities, and will be presented to City Council in December 2012. Once the planning model has been approved, the balance of the study will be implemented.

Environmental Health

- Public consultation has been completed for the Waste and Recycling Plan, and program options and preliminary costing is complete.

Community Support

- Following a successful mentorship program, two newcomers are participating in community associations - one as an instructor, and one as a treasurer.
- Hosted four youth-led events to support civic participation and leadership through the youth action network and the urban Aboriginal Leadership initiatives.

Corporate Governance and Finance

- Began implementation of revisions to the Taxi Bylaw allowing seasonal taxi licenses directly to drivers.
- Preparation for the 2012 municipal election has begun.

Budget

The City of Saskatoon's 2011 Budget provides combined capital and operating investments of approximately \$676 million, with approximately \$351 million going to capital projects, and \$325 million going toward paying for the City of Saskatoon's operations.

The second quarter results were projecting a \$1.1 million deficit. As of September 30, 2011, the City of Saskatoon is projecting an operating budget deficit of \$661,400 which is less than approximately 0.2% of the total operating budget.

Attachment 1 provides a detailed overview of the City's financial position for the third quarter of 2011. Fuel pricing is still a major factor in the negative forecast for 2011. In total, there is an approximate \$1.37 million unfavourable variance in fuel. This is offset by significant positive variances, including cost savings that have been incurred across the corporation in response to the anticipated deficit, and an increase in supplementary taxes resulting from increased building activity during the year.

FINANCIAL IMPLICATIONS

Should it materialize at year end, a deficit up to \$2.7 million can be covered by the City's Fiscal Stabilization Reserve. In addition, up to \$1.0 million of any fuel deficit can be covered by the newly created Fuel Stabilization Reserve.

The Administration will continue to closely monitor and manage the expenditures, and even further cost reductions may need to be explored in various operating programs.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications associated with this report.

COMMUNICATIONS PLAN

Your Administration will continue to provide quarterly updates on the City's 2011 Budget and Business Plan to keep City Council and the taxpayers informed of the City's financial position, as well as the progress of key projects over the 2011 budget and business plan cycle.

PUBLIC NOTICE

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

ATTACHMENT

1. 2011 Business Plan Status Report - Third Quarter Results (September 30, 2011)

Respectfully submitted,

Paul Gauthier, General Manager
Community Services Department

Marlys Bilanski, General Manager
Corporate Services Department

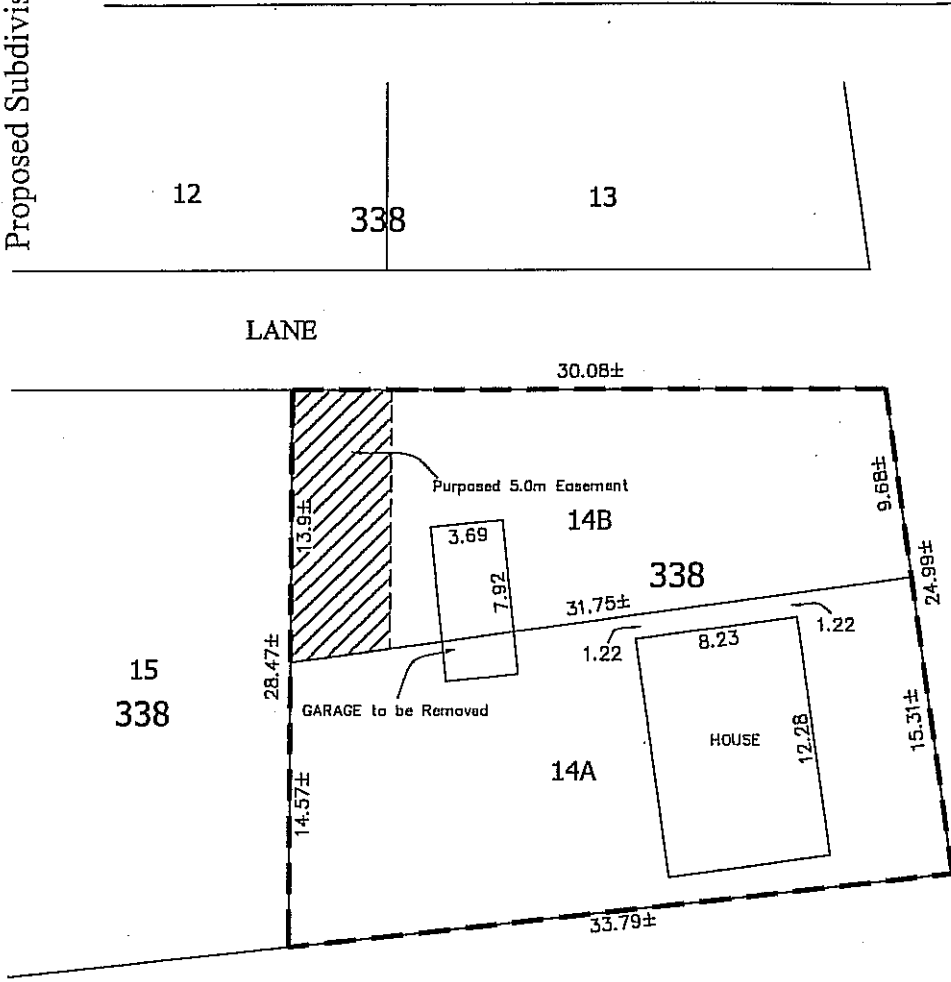
Judy Schlechte
Director of Human Resources

Mike Gutek, General Manager
Infrastructure Services Department

Jeff Jorgenson, General Manager
Utility Services Department

Murray Totland
City Manager

AI



LANE

Louise Avenue

Leyden Crescent

PLAN
 SHOWING PROPOSED SUBDIVISION
 LOTS 14 , BLOCK 338
 REG'D PLAN NO. 60S15784
 S.E. 1/4 SEC. 22 -
 TWP. 36 - RGE. 05 - W. 3rd MER.
 SASKATOON, SASKATCHEWAN
 BY : R.A. WEBSTER, S.L.S.
 SCALE 1 : 250
 2011

Robert Webster
 Saskatchewan Land Surveyor

July 27th, A.D. 2011

LEGEND :
 Distance dimensions shown are in metres and decimals thereof.
 Portion of this plan proposed for subdivision is outlined with a heavy broken line, and contains 850.352± sq. m.
 Distance are approximate and vary by ±1.00m.

EXAMINED : OWNER

Robert Claxton

EXAMINED : CITY of SASKATOON
 : Approved under the provisions of Bylaw No. 6537 of the City of Saskatoon.

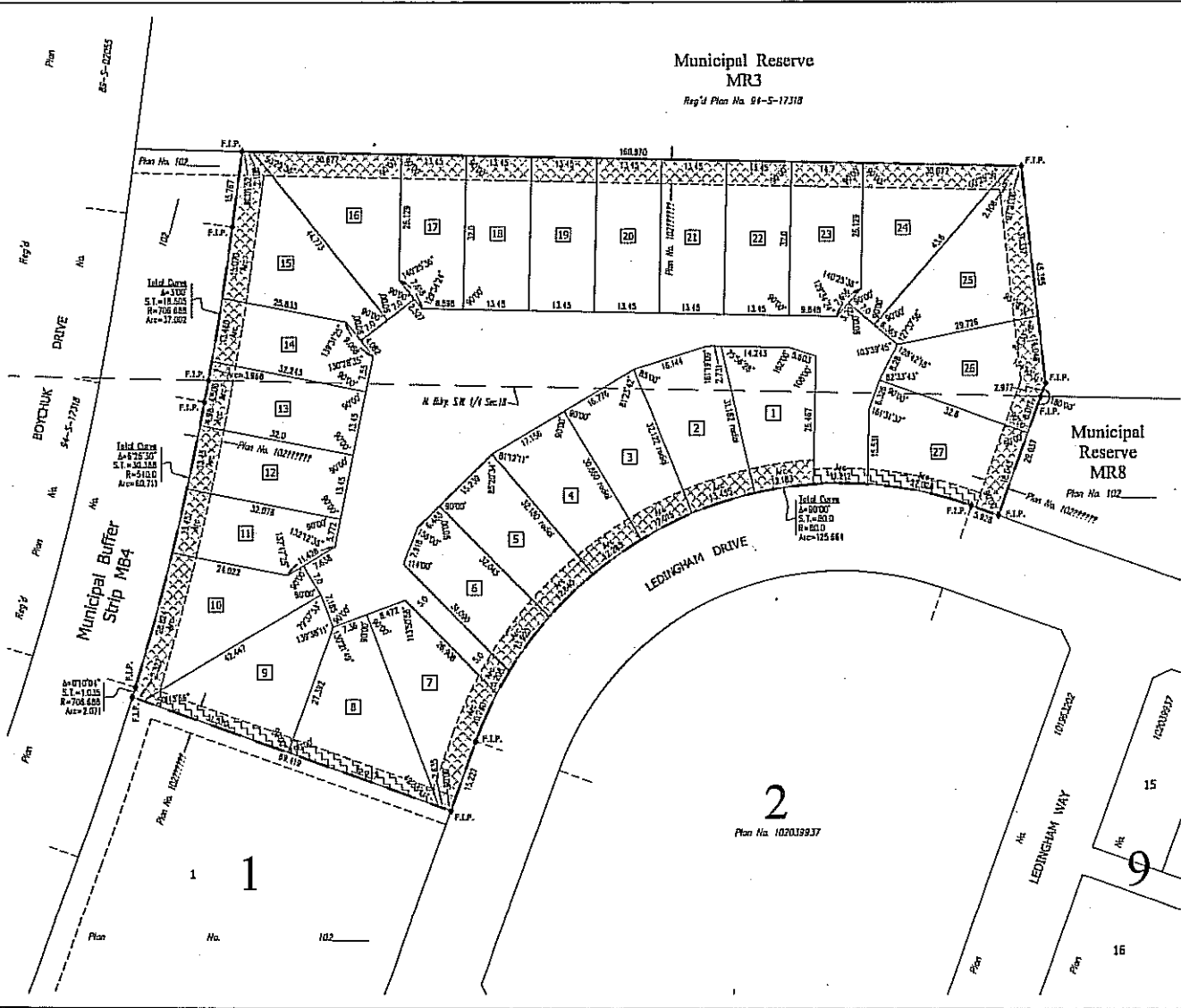
: General Manager of the Community Services Department

Date: _____, A.D. 2011.



WEBSTER SURVEYS LTD.
 811 - 9th Street East
 Saskatoon, Sask. S7H 0M4
 Phone (306) 853-1433
 Fax (306) 853-1024

UA	UA	UA	UNIT TYPE
1	370	458.88	Bare Land/Ris
2	370	511.49	Bare Land/Ris
3	370	419.29	Bare Land/Ris
4	370	459.65	Bare Land/Ris
5	370	444.59	Bare Land/Ris
6	370	440.61	Bare Land/Ris
7	370	539.98	Bare Land/Ris
8	370	606.31	Bare Land/Ris
9	370	561.63	Bare Land/Ris
10	370	567.34	Bare Land/Ris
11	370	401.31	Bare Land/Ris
12	370	430.53	Bare Land/Ris
13	370	431.72	Bare Land/Ris
14	370	416.38	Bare Land/Ris
15	370	607.11	Bare Land/Ris
16	370	575.30	Bare Land/Ris
17	370	616.18	Bare Land/Ris
18	371	430.40	Bare Land/Ris
19	371	430.40	Bare Land/Ris
20	371	430.40	Bare Land/Ris
21	371	430.40	Bare Land/Ris
22	371	430.40	Bare Land/Ris
23	371	456.15	Bare Land/Ris
24	371	567.08	Bare Land/Ris
25	371	642.14	Bare Land/Ris
26	371	514.98	Bare Land/Ris
27	371	584.46	Bare Land/Ris



PROPOSED PLAN OF SURVEY
 SHOWING
SURFACE BARE LAND
CONDOMINIUM
 OF
LOT 2, BLOCK 1
PLAN NO. _____
W. 1/2 SEC. 18 -
TWP. 36 - RGE. 4 - W. 3rd MER.
SASKATOON, SASKATCHEWAN
 BY: R.A. WEBSTER, S.L.S.
AUGUST 2011
SCALE 1 : 500

- LEGEND**
- (1) Measurements are in metres and decimals thereof.
 - (2) Bare Land Unit numbers are shown thus: 1 2 3
 - (3) * Indicates found iron post.
 - (4) * Indicates planned standard iron post.
 - (5) The unique identifier of 5029 for this survey firm has been stamped on all established standard iron posts.
 - (6) Unit corners are marked by 0.013 by 0.450 long, small iron posts.
 - (7) Area to be approved is outlined by a heavy dashed line.
 - (8) All parcels within the line of approval have an Elevation of 0.
 - (9) All areas not designated with a unit number are common property.
 - (10) Parking spaces are in accordance with Section 11 (2) (c) of the Condominium Property Act.

3m SaskPower, SaskTel, and Shaw Cable Systems _____
 5m SaskEnergy, SaskPower, SaskTel, and Shaw Cable Systems _____
 Mail Box locations are shown thus: @

R.A. Webster
 R.A. Webster, Saskatchewan Land Surveyor
 Date: October 18th, A.D. 2011.

EXAMINED : CITY OF BASKATOON
 Approved under the provisions of Bylaw No. 6537 of the City of Saskatoon.

General Manager of the Community Services Department
 Date: _____, A.D. 2011.



96

Lot 1

Plan No. G 826

38th Street

PLAN Showing Proposed
SURFACE SUBDIVISION

of all of

Lot B, Block 15, Plan No. G 826

SASKATOON, SASKATCHEWAN

By: ~ W.C. SOROSKI, S.L.S.

June 2011

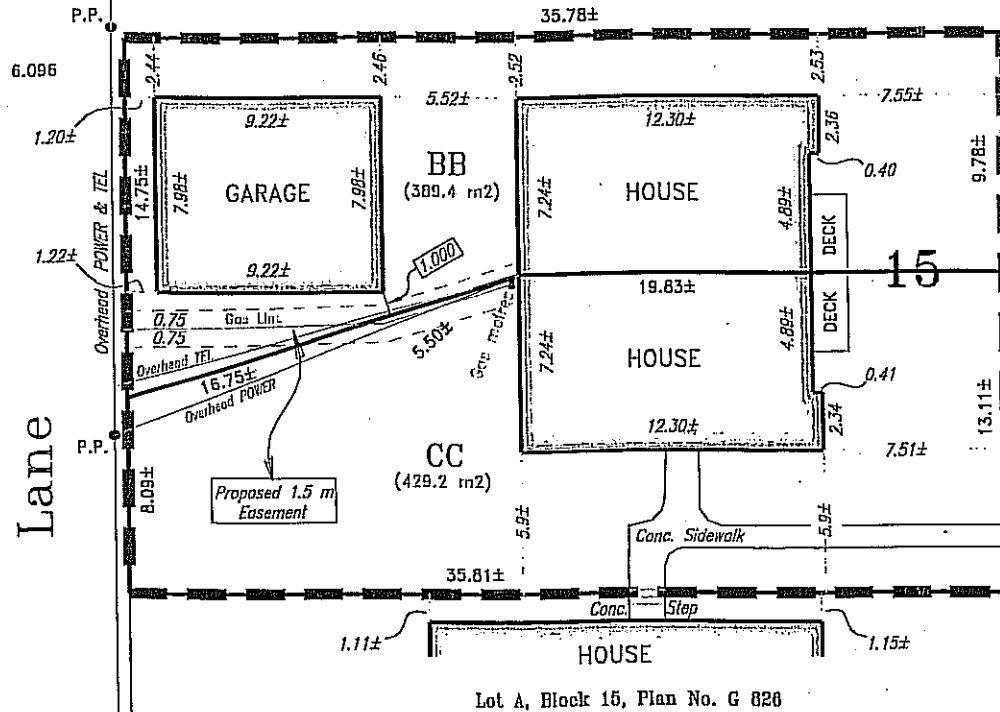
Scale 1:200

All measurements are in metres and decimals thereof.

Area to be subdivided is outlined in a bold dashed line, and contains 0.08± ha. (±0.20 Ac.)

Distances are approximate and may vary by ±1.0 meters.

Date of preliminary survey: - June 1st 2011



#1639

#1637

1st Avenue

W.C. Soroski
Saskatchewan Land Surveyor

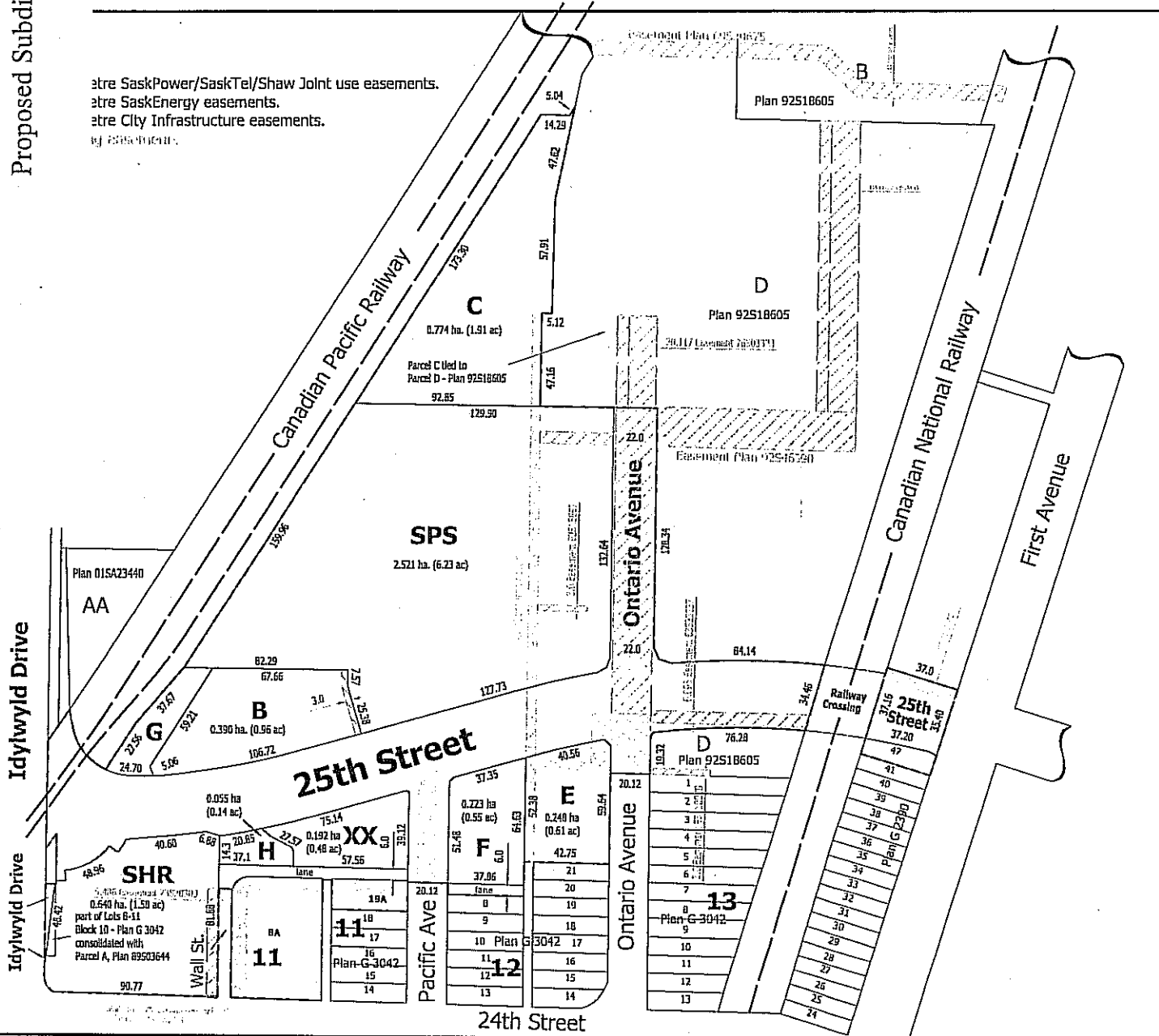
Shirley J. ...
Owner/Agent

George, Nicholson & Associates Ltd.
Land Surveyors • Global Positioning Systems •
Celebrating 100 Years of service to the Province of Saskatchewan

Drawn by: Art Mark - June 1st 2011
File No. LotB-G826.dwg
Plan revised: - June 6th 2011
Plan revised: - June 9th 2011
Plan revised: - June 28th 2011
Plan revised: - July 20th & 21st 2011

Art Mark

the SaskPower/SaskTel/Shaw Joint use easements.
 the SaskEnergy easements.
 the City Infrastructure easements.
 by Easement.



Plan of Proposed Subdivision

of Lots 42-46 and lane - Plan G2390
 and part of Parcel D - Plan 92S45913
 and Ontario Avenue and lane - Plan 92S45913
 and lane - Plan G 3042
 and Parcel X and lane - Plan 02SA04690
 and Parcel A - Plan 89S03644
 and parts of Lots 8-11 - Block 10 - Plan G 3042
 and parts of Lots 22-26 - Block 12 - Plan G 3042
 and part of Railway Plan E 917
 SW 1/4 Sec 33 Twp 36 Rge 5 West 3 Mer

and Consolidation

of parts of Lots 8-11 - Block 10 - Plan G 3042
 with part of Parcel A - Plan 89S03644
 and part of Parcel X and lane - Plan 02SA04690
 and part of Wall Street - Plan G 3042
 with Lots 8-13 and 19 - Block 11 - Plan G 3042
 SW 1/4 Sec 33 Twp 36 Rge 5 West 3 Mer

Saskatoon, Saskatchewan

December, 2010 AD Scale 1:2000
 20 0 20 50 100 150 metres

Notes:
 All dimensions are in metres and decimals thereof.
 Portions to be subdivided is outlined in heavy broken line and contains 6.99 ha.

- Revision 1 - feb.04.2011
- Revision 2 - feb.20.2011
- Revision 3 - may.16.2011
- Revision 4 - jun.03.2011
- Revision 5 - jun.21.2011
- Revision 6 - jul.22.2011
- Revision 7 - aug.03.2011
- Revision 8 - aug.15.2011
- Revision 9 - aug.23.2011
- Revision 10 - aug.30.2011
- Revision 11 - sept.20.2011 added easements
- Revision 12 - oct.20.2011 added SaskEnergy easement

Land Surveyor
M. M. M.
 Saskatchewan Land Surveyor

City of Saskatoon

Owners

Canadian Pacific Railway Company

City of Saskatoon

Saskatoon
 Digital Mapping Systems
 Computer Aided Drafting (CAD)

Circle Drive South

Plan Showing

Proposed Subdivision

of part of

Parcel D, Plan No. 101385233

S.W. 1/4 Sec. 25 Twp. 36 Rge. 6 W3Mer.

Saskatoon, Saskatchewan.

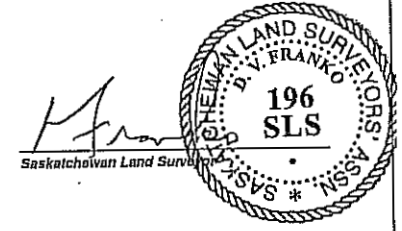
By: **D.V. Franko S.L.S.**

August 2011 Scale 1:2000

Measurements are in metres and decimals thereof.
 Distances may vary by ± 0.50 m
 Area to subdivided is outlined in a bold dashed lines
 Area to be subdivided contains ± 0.41 ha. (± 1.02 acres)
 Date of preliminary survey August 9th, 2011

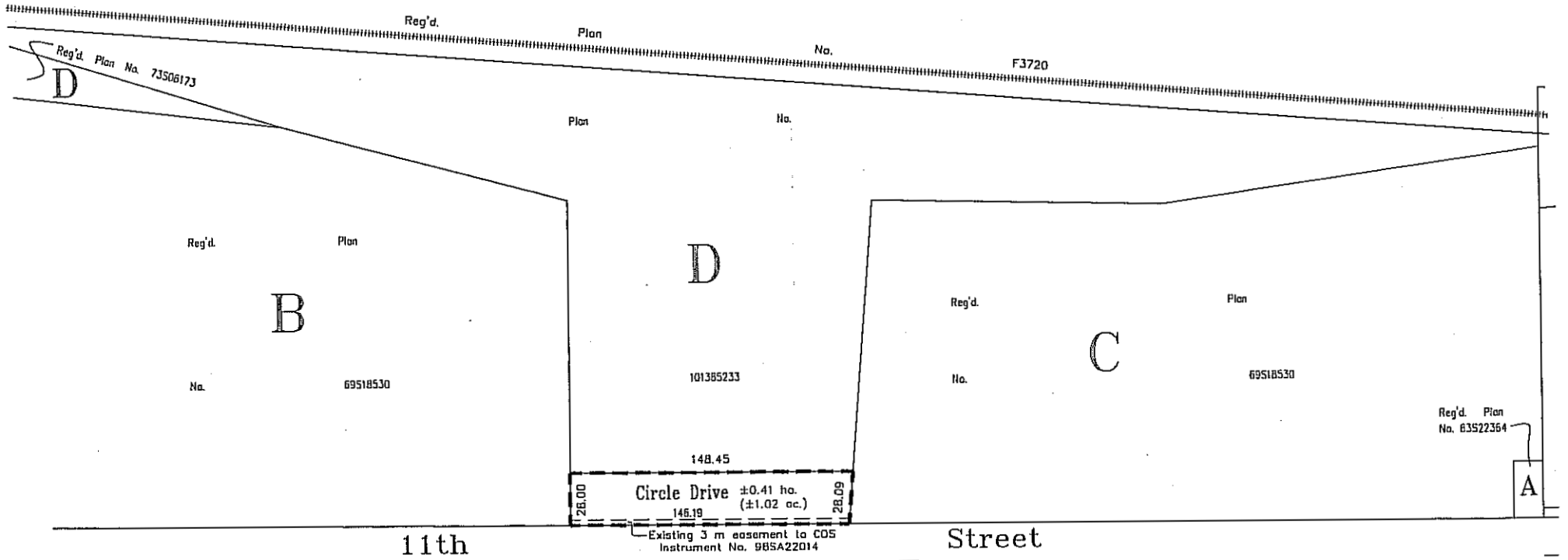


City of Saskatoon
 Approved under the provisions of Bylaw
 No. 6537 of the City of Saskatoon.



General Manager of Community Services
 or Designate.

Owner / Agent



REVISION DATE	DRAWN BY: V.Matt	DATE: August 17, 2011
	CHECKED BY: D.V.F	DRAWING NO.: 1
	JOB NO.: Circle Drive South -FP.dwg	SHEET 1 of 1

Proposed Subdivision No. 69/11

1, Block 196, Plan No. 102038318

Plan No. 102038532

No. 102038318

SE 1/4 Sec 15-36-5-W 3rd Mer
Ext 8

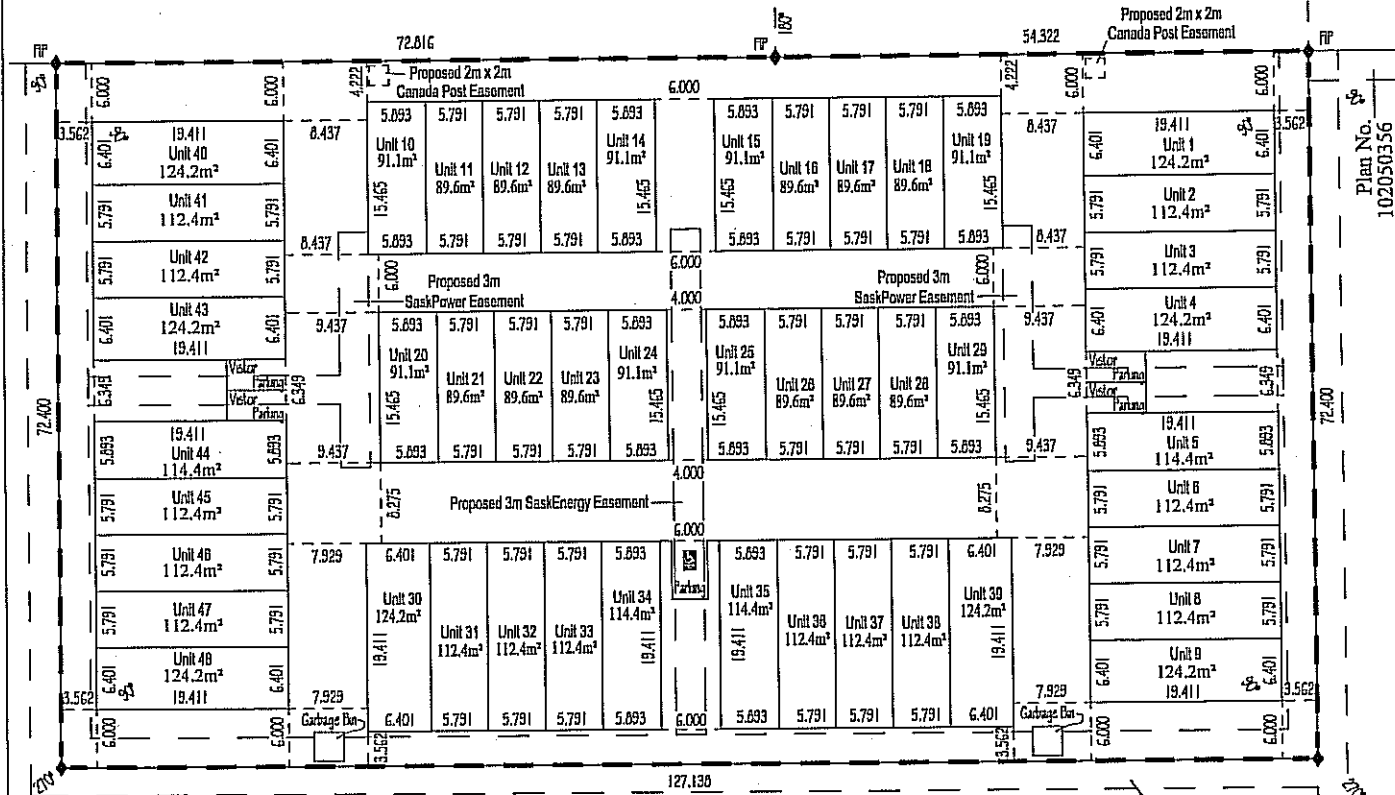
Plan No. 102038677

Willis

Crescent

Plan No.
102035854

Plan No. 102030356



SE 1/4 Sec 15-36-5-W 3rd Mer
Ext 7

Plan No.
102038824

Plan of Proposed
Bareland Condominium
for 212 Willis Crescent
in Lot 2, Block 195
Plan No. 102038677
SE 1/4 Section 15
Twp 36, Rge 5, W 3rd Mer
City of Saskatoon
Saskatchewan
Scale 1:500

OWNER:

[Signature]
Baydo Development Corporation

Project No.: 142455CD-1
Initials: JJR
Preliminary Survey:

Notes:
* Area of condominium is outlined with a bold, dashed line and contains 9205m².
* Distances shown are horizontal at general ground level and are expressed in meters and decimals thereof and may vary ± 0.10 metres.
* Information shown on this plan was collected between the dates of July 19th and September 23rd, 2011.

Dated at Saskatoon in the Province of
Saskatchewan this 7th day of October 2011.

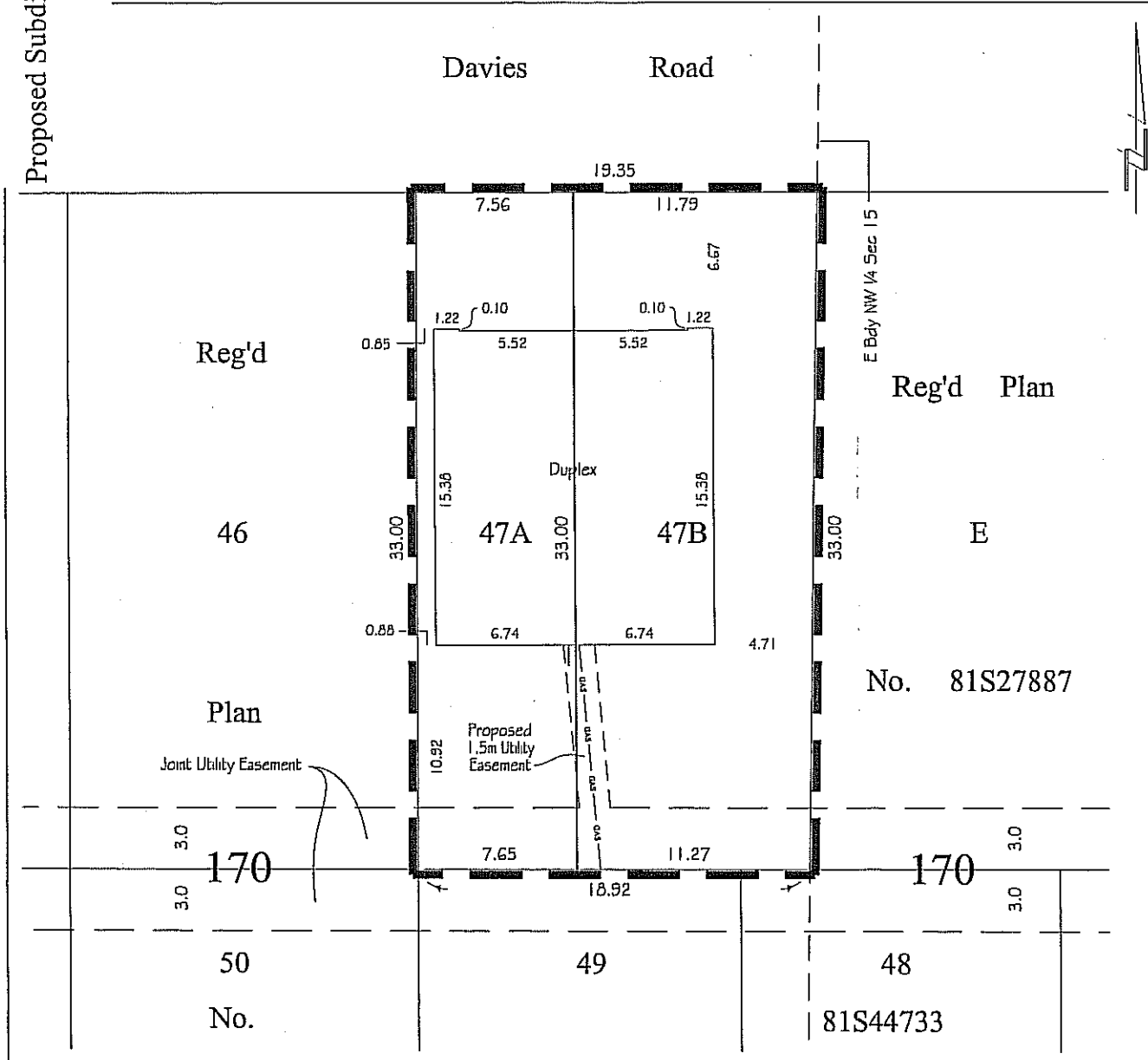
[Signature]
D.L. Coddling, S.L.S.



Toll Free: 1-800-465-6233
www.altusgeomatics.com

Examined: City of Saskatoon
: Approved under the provisions of ByLaw No. 6537
of the City of Saskatoon.

: General Manager of the Community Services Department
Date: _____, A.D. 2011.



PLAN OF PROPOSED SUBDIVISION
of Lot 47, Block 170, Plan No. 81S44733
of Part of NW ¼ Sec 15
Twp 37 Rge 5 W 3rd Mer
CITY of SASKATOON
SASKATCHEWAN
D. L. CODLING, SLS
Scale 1:200

"That I (We) have no objection to the location of the utility lines as shown on the plan and will grant any easement agreements or forms as may be required by the utility company owning a line."
OWNER:

Jason Luiten

Larry Owen

Jane Owen

Project No.: 143601
Initials: TJT

NOTES:
Area to be subdivided is outlined in bold, dashed line and contains 0.06ha (0.16ac).
Distances shown are horizontal at general ground level and are expressed in metres and decimals thereof and may vary ±5.00 metres.
Utility lines shown are for reference only. Locations of lines must be verified by the responsible utility prior to any construction.
Information shown on this plan was collected on August 17th, 2011.

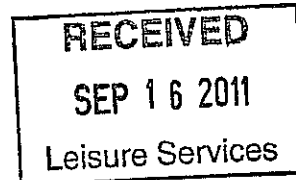
Dated at Saskatoon in the Province of Saskatchewan this 7th day of September, 2011.

D. L. CODLING, S.L.S.


Altus Geomatics
Limited Partnership

Toll Free: 1-800-405-6233
www.altusgeomatics.com

COMMUNITY PLANNING



AZ

September 15, 2011

Loretta Odorico
 Facility Supervisor – Customer Service
 City of Saskatoon, Leisure Services Branch
 222-3rd Avenue North
 Sasaktoon, SK S7K 0J5

Dear Loretta,

We are very excited to be hosting the 2012 Tim Hortons Brier in Sasaktoon, SK from March 3 – 11, 2012 at the Credit Union Centre. The Tim Hortons Brier will feature twelve of the top Men's teams from across the country.

The local organizing committee is already working very hard to make this event a great success. The Host Committee is made up of approximately 1000 dedicated volunteers planning for 9 days and 22 draws of exciting curling entertainment.

We are pleased to submit this Special Event, Business plan outline for your consideration. Please don't hesitate to contact me if there are any questions in regards to the application. I can be reached at 306-550-7041 or rdewhirst@curling.ca.

We understand the 2012 Tim Hortons Brier has qualified for consideration in the amount of \$150,000. If the funding is granted by the City of Saskatoon we would be pleased to provide you with a rights and benefits package to recognize your contribution.

Thank you for your consideration of our application.

Regards,

A handwritten signature in black ink that reads "Rob Dewhirst".

Rob Dewhirst
 Event Manager – 2012 Tim Hortons Brier





September 15, 2011

Loretta Odorico
Facility Supervisor – Customer Service
City of Saskatoon, Leisure Services Branch
222-3rd Avenue North
Saskatoon, SK S7K 0J5

Dear Loretta,

I am writing to request that the City of Saskatoon provide and an advance of funds for the 2012 Tim Hortons Brier. I would be appreciated if a portion of the granted funds could be advanced in the 2011 calendar year or early in January 2012

Should you have any questions regarding this request I can be reached at 306-550-7041 or rdewhirst@curling.ca.

Thank you very much for your consideration.

A handwritten signature in cursive script that reads "Rob Dewhirst".

Rob Dewhirst
Event Manager – 2012 Tim Hortons Brier

2012 Tim Hortons Brier – March 3-11, 2012 - Credit Union Place

Mission Statement (about the Event)

The Tim Hortons Brier is the Canadian Men's Curling Championship. Each province and territory (Yukon/NWT combined) will send a representative to compete in the Tim Hortons Brier (with the exception of Ontario, which sends a representative from Ontario and Northern Ontario). The winner of the Tim Hortons Brier will go on to represent Canada at the World Men's Curling Championship in Basel, Switzerland. The nine days of curling will take place at the Credit Union Centre and it is expected that the cumulative attendance will be in excess of 190,000 people. There will also be the Patch which is the social venue for the Tim Hortons Brier. Daily activities between curling draws in the Patch include live and taped entertainment, Up Close and Personal interviews, interactive games and prizing for fans and food and beverages are available for purchase. The Patch will be hosted at the TCU Place.

The Tim Hortons Brier will consist of 17 round robin games; tiebreakers if necessary and then followed by the playoffs. All draws of the 2012 Tim Hortons Brier will be televised on TSN, providing over 64 hours of coast to coast coverage. At the 2010 Tim Hortons Brier a record 1.6 million viewers tuned into TSN for the Ontario/Alberta Final on Sunday, March 14. Audience levels peaked at 2.5 million viewers in the final minutes of the 10th end, leading up to the decisive extra end. Through the entire event, TV numbers were excellent with the round robin draws averaging 512,000 viewers, the page play-off games averaged 901,000 viewers and the semi-final drew an audience of 973,000 viewers. It is without a doubt, that the television coverage will provide tremendous exposure to the City of Saskatoon and the Province of Saskatchewan as they host this prestigious national championship.

Strategic Goals:

The 2012 Tim Hortons Brier will:

- stage a premium event that provides the best facilities and conditions for curlers representing the 12 provinces and territories so they may compete on an equal basis and showcase their abilities
- make the volunteer experience for approximately 1,000 volunteers as enjoyable as possible by providing an enhanced recognition program and an opportunity for local input during the planning of the event and providing an opportunity for a financial legacy to the Committee to be reinvested locally and regionally in the further development of curling
- organize and present the event in an efficient and cost-effective manner such that the Canadian Curling Association, Curl Saskatoon and the organizing committee can benefit financially in order to further develop curling across Canada, Saskatoon and to other curling clubs in the Province of Saskatchewan
- ensure the quality, consistency and profile of the Event by utilizing professionals in key operational areas who will combine their professional expertise and accumulated curling championship experience to provide guidance and direction to the volunteer work force during the planning, organization and presentation of the Event,
- provide a positive audience experience.

Strategic Alliance:

The Province of Saskatchewan has committed to a contribution of \$500,000. The Tim Hortons Brier is supported by the community primarily through two different sources – ticket sales and sponsorship. Funding from the Province and City are essential to the success of the 2012 Tim Hortons Brier. The sponsorship goal is \$810,000 – this does not include the funding from City of Saskatoon and the Province of Saskatchewan. The sponsorship goal will be achieved through a combination of cash and value-in-kind partnerships. Sponsorship is well underway and we have currently secured over 90% of the goal. Please see attached list of sponsors to date.

The sponsorship program will include a number of levels:

Presenting Sponsor (1 available – Monsanto Canada Inc)

Diamond Sponsor (2 available – John Deere, Amarula Cream Liqueur) - \$70,000 each

Gold Sponsors (10 available) - \$25,000 each

Silver Sponsors (10 available) - \$15,000 each

Bronze Sponsors (12 available) - \$7,500 each

Local Media Partners

These partnerships along with the revenue from ticket sales will provide the required funding to stage the event in a manner that the strategic goals can be obtained.

Local Organizing Committee:

The 2012 Tim Hortons will be working with 1,000 local volunteers. It is expected that the total volunteer contribution will be in excess of 30,000 hours. Each volunteer (not including directors, vice-chairs and chairs) will volunteer for 24 hours leading up to and/or during the event. Kerry Tarasoff is the Event Volunteer Chair and he will be working with 4 Vice-Chairs and 25 directors.

In addition, the Tim Hortons Brier will employ three full time staff. Rob Dewhirst is the Event Manager, and Rob brings a wealth of experience managing eight previous curling championships including the 2004 Brier which was hosted in Saskatoon and 2006 Brier in Regina. Morgan Isaac is working with the event as the Sponsorship Fulfillment Coordinator and Alana Hayward is the Event Administrative Assistant.

The event is also supported by the Canadian Curling Association's Event Management team, cumulatively this has over 100 years of event related experience in their fields. This team includes professional support services in a number of specific areas including ticket marketing, sponsorship, website design, merchandising, media and entertainment. The CCA also provides the services of the Director of Event Operations and Media and Director of Championship Services.

Infrastructure Requirements:

Both the Credit Union Centre and TCU Place meet the standards for hosting a Canadian Men's Curling Championship. A team of icemakers will come in one week prior to the event to install curling ice in the arena. A show services company will also be contracted to provide any pipe and drape and hardware required to create additional rooms.

Requested City Services:

Transportation Services:

- Meetings are already underway to establish bus service between Credit Union Centre and the Saskatchewan Training Centre. We are also planning a hotel bus shuttle service similar to the 2004 Brier.

Other city services:

- Brier banners on city street lamps at select locations.
- Speed limit or other traffic control changes during the event dates at the highway by Credit Union Centre
- Liaison with Saskatoon City Police to provide visibility tours of the two Brier buildings during the event dates.

Event Operating and Capital Budget

Please see attached document

Post Event Operating Costs

There will be no additional costs for the City of Saskatoon.

Legacy

The 2012 Tim Hortons Brier has an income sharing agreement with Curl Saskatoon that will meet the legacy requirements of the City of Saskatoon grant we are applying under. These proceeds will assist the four Saskatoon curling clubs with much needed capital upgrades. Each club has an extensive ongoing need for facility improvements. The capital plans of the clubs far exceed the amount required to demonstrate the legacy of the city grant. As we go forward to make the 2012 Tim Hortons Brier a success, it is the desire of all partners to improve the base financial agreement and have larger income to share with the four curling clubs.

The capital projects the four clubs selected are:

- Nutana Curling Club- Ice plant replacement of \$250,000.
- Granite Curling Club -\$50,000 evaporative condenser and \$4000 furnace upgrade.
- CN Curling Club- \$20,000 Boiler, \$2000 wheelchair ramp, \$10,000 Heat exchanger and \$7,000 in Kitchen renovations.
- Sutherland Curling Club- Ice Plant upgrades \$50,000.

The above projects have been identified by each club as items that will receive legacy funds. The four clubs will each receive an equal share of the 2012 Tim Hortons Brier proceeds. The income distribution agreement has a base amount guaranteed that will see the legacy amount of \$150,000 provided as equal shares of \$37,500 to the four Curl Saskatoon member clubs.

Economic Impact

The 2012 Tim Hortons Brier will stimulate substantial economic growth for the City of Saskatoon and Province of Saskatchewan. The economic impact of the Tim Hortons Brier is projected to be in excess of 20 million dollars. The benefit of the Brier in Saskatoon in 2011/12 season is that it will be outside the main tourist season and shoulder seasons and should have a huge economic impact as it is in a slower period for Tourism and business in Saskatoon. The city of Saskatoon and the local Host Committee from the 2004 Nokia Brier did an outstanding job in staging a very successful event. The success of that event played a large role in awarding the 2012 Tim Hortons Brier to the City of Saskatoon. The Brier will help develop future opportunities for hosting additional Canadian Curling Association events as well as other national championships.

Visitors to the Tim Hortons Brier will be a mixture of local residents and multiple-day visitors that will either travel to the location each day or will overnight in hotels which will have a big impact on the local economy at that time of year. Our estimate is that each ticket holder will spend \$50 - \$75 per day while an overnight visitor will be in the range of \$225 - \$300 per day. These funds will be spent on food, entertainment, shopping, event merchandise etc. The overnight visitors consist of fans, followers, media, teams, Canadian Curling Association representatives, national sponsors and regional sponsors as well as volunteers that travel to the event to assist the organizing committee.

Based on past events, nearly 40% of spectators have come from over 100kms. Based on the teams and TSN production crew alone there will be 1568 visitor days providing an economic impact in excess of \$352,800 to Saskatoon when valued conservatively at \$225 per visitor day. We expect to have over 10,000 unique visitors, who travel further than 100kms, for an average of 4 days for a total of 40,000 visitor days, totalling \$9,000,000.

The following are the results from a survey that was conducted at the 2009 Tim Hortons Brier in Calgary, Alberta:

- Nearly 40% attended the Tim Hortons Brier from further than 100 kilometres of the Greater Calgary area. 24% came from other communities within Alberta and 16% from across Canada.
- On average, out of town guests stayed 5 nights in Calgary, 36% stayed for 7 or more nights
- Out of region visitors directly spent (demand-side economic impact) 17.3 million during their Brier stays in Calgary. This included \$3.0 million on lodgings, \$5.0 million at restaurants, \$2.5 million in food stores, \$2.7 million on retail shopping, \$2.3 million on transportation and \$1.8 million on recreation

It has yet to be determined if a similar survey will be conducted during the 2012 Tim Hortons Brier.

Past Event History

The 2011 Tim Hortons Brier was hosted in London Ontario and the 2010 Tim Hortons Brier was hosted in Halifax, NS, both were financially successful events. As a result, the host committees both received significant funds that were reinvested into the community and local curling initiatives.

Non-Profit Certificate

#106845035RR0001

Prize Purse

There is no specific prize money for this event. Athletes travel expenses will be covered by the event and a per diem will be provided. The winners of the event will be eligible to receive Sport Canada funding for two years. The top four teams will also receive funds for cresting on their uniforms provided by the Title sponsor.

Event Profits

Any profits made from the event will be shared between the Canadian Curling Association and the local host committee. The local host committee portion will be allocated through the legacy funding provisions of this application. Monies awarded to the host committee above this commitment will continue the facility improvement each club has planned, aid in new member and junior curling development and strengthen the four local clubs. The Canadian Curling Association will share their portion with Curl Saskatchewan and will use the funds to help develop amateur curling across the country.

The Canadian Curling Association assumes all financial risk should there be a financial loss. The local host committee is guaranteed to receive a minimum hosting fee regardless of the financial outcome. The clubs will earn more than the legacy requirement and continue to make the capital improvements that their facilities require.

The following additional information is provided:

- Saskatoon volunteer host committee chart
- Saskatoon Sports Tourism STEAM Report
- 2012 Tim Hortons Brier Budget
- Canadian Curling Association nonprofit certificate
- Curl Saskatoon nonprofit certificate
- 2012 Tim Hortons Brier list of confirmed sponsors
- 2012 Tim Hortons Brier letter requesting an advance release of funds

2012 Tim Hortons Brier Host Committee (Volunteers)

Kerry Tarasoff

Barry Whitehouse

Cheryl Boechler
Natal Laycock
Dwayne Yachiw
Roxanne Stevens
Vern Affeldt

Jerry Shoemaker

Dean Kleiter
Rob Walker
Garth McCormick
Ken Conn
Scott Matheson

Shauna Koroj

Rod Antonichuk
Derek Giles
Ev Safronet
Cathy Sarich
Gerry Schriemer
Lisa Bains

Mark Lane

Doug Hodson
Deanna Hoffman
Grant Kook
Robyn Henke

Vern Affeldt

Promotions

Orest Chorneyko
Warren Klassen
Brad Sylvester

Facilities

Jerry Wilde
Dick Melnychuk
Mark Malloy

50/50

Mark Southam
Don Draper

Chair

Vice Chair, Volunteers & Special Events

Volunteers & Merchandising
Ceremonies
FANTastic
Banquets & Receptions
Program Sales

Vice Chair, Facilities

Arena, Rocks, & Ice
Communications & Signage
Officials, Stats, & Timers
Construction
Media Rooms

Vice Chair, Hosting

Team Services & Transportation
Team Services & Transportation
Lounges
Info Services & Ambassadors
Medical Services
Decorations

Vice Chair, Brier Patch

Facilities
Banking
Bar Services
Brier Patch

Curl Saskatoon Liason

Corporate/Group Ticket Sales
Curling clubs
Paint the Town/Community Events

Security & Accreditation
Security & Accreditation
Brier Patch Security

50/50

50/50

2012 Tim Hortons Brier Staff

Rob Dewhirst

Morgan Isaak
Alana Hayward
tba

Event Manager

Sponsorship/Marketing Administrator
Administrative Assistant
Office Assistant



2012 Brier: Canadian Men's Curling Championship - Saskatoon Sports Tourism Economic Assessment Model Summary

Initial Expenditure

The 2012 Brier: Canadian Men's Curling Championship would produce an Initial Expenditure of \$17,343,137. This amount is the sum total of all expenditures made by tourists, being that it is new money, the Initial Expenditure indicates the magnitude of spending in Saskatchewan and its regions.

Gross Domestic Product

Gross Domestic Product (GDP) of this event is an estimated \$17,581,720. The GDP is the *net economic impact* the event has on the community. It represents the profit generated from the initial expenditure as described above.

Wages & Salaries

Wages & Salaries for the 2012 Brier: Canadian Men's Curling Championship would be approximately \$8,158,769. This amount is an estimate of the incremental wages and salaries earned as the initial expenditure works through the economy.

Employment (Jobs)

The above stated salaries can also be translated into the number of jobs that can be supported by the 2012 Brier: Canadian Men's Curling Championship. It is estimated that the event will support 255.2 jobs, with 218.7 in Saskatoon and 36.5 throughout the rest of the province.

Industry Output

Industry Output or total economic activity is anticipated at \$33,166,054. This amount is the total of all direct, indirect and induced impacts on all goods and services produced within Saskatchewan's economy. This number appears higher than GDP because, in addition to all outputs, it includes the cost of purchased inputs in the intermediate production phase.

Taxes

Taxes collected for the 2012 Brier: Canadian Men's Curling Championship is an estimated \$5,888,973. This amount refers to the total tax revenue supported by the initial expenditures of the event.



Canada Revenue
Agency

Agence du revenu
du Canada

Ms. Patricia Ray
Chief Operating Officer
Canadian Curling Association
1660 Vimont Court
Cumberland ON K4A 4J4

FEB 14 2011

Your file

Our file
0495291

February 8, 2011

Dear Ms. Ray:

Subject: Confirmation of Registration

We are writing to confirm that Canadian Curling Association is registered with the Canada Revenue Agency as a Canadian Amateur Athletic Association.

BN/Registration Number: **10684 5035 RR0001**

Effective Date of Registration: **December 27, 1980**

As a registered Canadian amateur athletic association (RCAAA) under the *Income Tax Act*, Canadian Curling Association is a non-profit association that has as its primary purpose and its primary function the promotion of amateur athletics in Canada on a nation-wide basis. As an RCAAA, Canadian Curling Association enjoys the same tax privileges as a registered charity; it is exempt from income tax and may issue official donation receipts to donors that enable them to obtain tax relief.

Please note that this confirmation of registration is valid up to and including the date on which it is issued.

To confirm the organization's registration status at a later date, you can write to us at the Client Service Section, Charities Directorate, Canada Revenue Agency, Ottawa ON K1A 0L5 or you can search the Charities Listings on our website at www.cra.gc.ca/charities.

.../2

Canada

Please do not hesitate to contact me at 1-800-267-2384 should you wish to discuss this matter further.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Suzanne", followed by a long horizontal line extending to the right.

Suzanne Wehbe
Client Service Section
Charities Directorate



Government of
Saskatchewan

The Non-profit Corporations Act
Notice of Registered Office
(Sections 19 (2) and (4))

Form 3

PROVINCE OF SASKATCHEWAN REGISTERED OCT 22 1930 CITY OF SASKATCHEWAN BRANCH

1. Name of corporation:

Corporation No.

CURL SASKATOON INC.

2. Name of municipality in which registered office is situated:

City of Saskatoon

3. Location of registered office within the municipality:

#204, 2102 - 8th Street East
SASKATOON, Saskatchewan
S7H 0V1

4. Mailing address of registered office including postal code:

MCKENZIE, NUSSBAUM & BURROWS
Barristers and Solicitors
#204, 2102 - 8th Street East
SASKATOON, Saskatchewan
S7H 0V1

5. Effective date:

Upon incorporation

6. If change of address, give previous address of registered office:

N/A

7. If change of municipality, give name of previous municipality:

N/A

Date	Name	Description of office	Signature
Oct 17/00	Laurie B. Burrows	Solicitor	



Government of Saskatchewan

The Non-profit Corporations Act
Certificate of Incorporation

Form 2

Corporation No.

210000

I hereby certify that

GURL SASKATOON INC.

is this day incorporated and registered under The Non-profit Corporations Act.

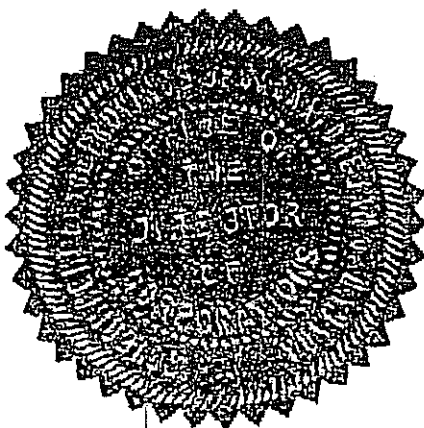
Given under my hand and seal this

22nd

day of

October

1990



[Signature]
Director



Official Sponsors – 2012 Tim Hortons Brier

As of September 14, 2011

Presenting

Monsanto Canada

Diamond

John Deere

Amarula Cream Liqueur

Volunteer and Junior Stars sponsor

SaskEnergy

Gold

Richardson Pioneer

Saskatoon Co-op

Beltone Canada

Saskatchewan Blue Cross

SGI Canada

BMO Bank of Montreal

Westeel

Sasktel

Market Mall

Silver

Supreme Basics Office Products

WorleyParsons Canada

Business Solutions Partner

Konica Minolta

Bronze

Eventmax Merchandising and Promotions

Laurie Artiss, The Pin People

Pelican Signs

Mister Print

Point Optical

AMEC

Alpine Plant Foods

Meyers Norris Penny

GES

Media Partners

The StarPhoenix

Saskatoon Media Group (CJWW 600 / Magic 98.3 / 92.9 The Bull)

Harvard Broadcasting (Wired 96.3)

CTV Saskatchewan

Rawlco Radio

Pattison Outdoor Advertising



ATTACHMENT 2

Major Special Event Reserve – Funding and Expenditures as at November 1, 2011

	2011	2012	2013
Balance Forward	\$160,000	\$235,000	\$360,000
Annual Contribution	250,000	250,000	250,000
Previously Approved Funding	(100,000)	(50,000)	
Total Sources of Funding	310,000	435,000	610,000
2011 Tim Horton's Brier Funding Request	(75,000)		
2012 Tim Horton's Brier Funding Request		(75,000)	
Reserve Balance	\$235,000	\$360,000	\$610,000

Attachment #1

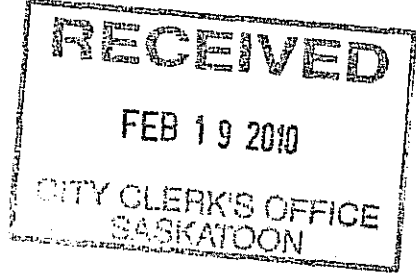
From: CityCouncilWebForm
Sent: February 19, 2010 10:23 AM
To: City Council
Subject: Write a Letter to City Council

D2

TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

JoAnn McKinley
1526 Preston Avenue
Saskatoon
Saskatchewan
S7H 2V4



EMAIL ADDRESS:

joann.mckinley@saskatoon.ca

COMMENTS:

As an employee of the City of Saskatoon, it has come to my attention that the City of Saskatoon does not have a written policy regarding scent-free workplaces within the Corporation. Environmental sensitivities are recognized by the Saskatchewan Human Rights Commission (SHRC) as a disability. Unfortunately, the written information from the SHRC (www.shrc.gov.sk.ca/) is not as clear as the information obtained through the Canadian Human Rights Commission (CHRC). However, in speaking with an Intake Worker at SHRC it was clarified that persons in Saskatchewan have the same rights regarding environmental sensitivities as those persons who are governed by the CHRC (www.chrc-ccdp.gc.ca). The CHRC Policy on Environmental Sensitivities (www.chrc-ccdp.ca/legislation_policies/policy_envIRON_politique-en.asp), approved by the Commission on June 15, 2007, clearly defines the problem and provides suggestions regarding successful accommodation for persons with environmental sensitivities. In accordance with The Saskatchewan Human Rights Code, I am requesting that City Council create a policy that identifies the Corporate workplaces as scent-free environments, similar to the CHRC Policy on Environmental Sensitivities.

CITY OF SASKATOON ADMINISTRATIVE POLICY

NUMBER

A04-

POLICY TITLE <i>Scent Awareness Policy</i>	ADOPTED BY: <i>City Manager</i>	EFFECTIVE DATE <i>April 1, 2011</i>
ORIGIN/AUTHORITY <i>Director of Human Resources</i>	CITY FILE NO.	PAGE NUMBER <i>1 of 5</i>

1. PURPOSE

To reduce or eliminate the use of scented products in the workplace through an increased awareness of the effects of scented products on individuals with scent sensitivities, allergies or asthma.

2. POLICY STATEMENT

The air we are exposed to in our daily lives both at home and work often contains scented products such as cosmetics, fragrances, fresh flowers, hair sprays, deodorants, shampoos, lotions, body gels and sprays, laundry detergents and fabric softeners. These products may be irritating and potentially hazardous to people with environmental or chemical sensitivities, allergies or asthma. The City of Saskatoon is dedicated to providing a healthy, safe and productive work environment for our employees. The Scent Awareness Policy will contribute to this goal through ongoing efforts to protect individuals with environmental or chemical sensitivities and to educate our employees on the effects of fragrances and other scented products.

This policy, where possible, will also be applied to products used throughout the corporation to clean and maintain facilities.

3. GUIDELINES FOR MINIMIZING SCENTS AND ODOURS:

The following guidelines are provided to help minimize scents and odours throughout the work environment:

- a) Select products that are fragrance free or reduced scent (i.e. shampoo, conditioner, perfume/cologne, deodorants, lotions, fabric softeners, etc).
- b) Use odourless products to clean and freshen up your office; this would include aerosol sprays.
- c) Replace marking pens with odourless types.

CITY OF SASKATOON ADMINISTRATIVE POLICY

NUMBER

A04-

POLICY TITLE	EFFECTIVE DATE	PAGE NUMBER
<i>Scent Awareness Policy</i>	April 1, 2011	2 of 5

- d) Ensure that all products that are being stored for re-cycling or to be returned to the vendor for rebate are enclosed in a sealed plastic bag to prevent fumes from migrating into the workplace.
- e) Eliminate sources of dampness. Over-watering of plants, humidifiers that over humidify and spills of liquids can encourage the growth of mould.
- f) Refrain from bringing heavily scented flowers in the workplace.
- g) Refrain from treating plants in the work area with chemicals. Select plants without flowers as their scent can be a source of an allergic reaction.
- h) Ensure air vents are not blocked by books, files or plants. This causes the air flow to be restricted resulting in reduced comfort levels.
- i) Ensure filing cabinets or other furniture is away from heating and ventilation systems to allow them to function as designed.
- j) Periodically clean your work station to reduce the amount of dust accumulation.
- k) To reduce the creation of dust in the workplace, remove, recycle or archive all unnecessary paper from offices and adjacent areas.
- l) Minimize the smell of tobacco smoke on clothing that will be hung in the workplace.
- m) Smoke away from entrances, building intake vents and public walkways into your office or building.
- n) If participating in physical activity during the work day, ensure gym clothes do not contribute to the scents in the workplace.

4. POSSIBLE INDICATORS OF AN AIR QUALITY ISSUE:

Occasionally an odour detected in the workplace may be a result of an air quality issue. If an air quality issue is suspected, report the issue to a supervisor/manager who will contact the Health and Safety Superintendent. The Health and Safety Superintendent will assist in either conducting or arranging for air quality testing in the area where the odour is detected.

The following are possible indicators of an air quality issue that may be impacting the work environment:

- a) Other employees in the same area experiencing similar signs and symptoms.
- b) Water stains on the ceiling or walls where employees are working.
- c) Signs of mould build up on floor, walls or ceiling.
- d) Outside influences (i.e. exhaust fumes, cigarette smoke outside a door).

CITY OF SASKATOON ADMINISTRATIVE POLICY

NUMBER

A04-

POLICY TITLE	EFFECTIVE DATE	PAGE NUMBER
<i>Scent Awareness Policy</i>	April 1, 2011	3 of 5

- e) Recent cleaning of the work area with chemical products.
- f) Floors recently been stripped and/or polished (burnished).
- g) Inadequate outside air flow from any air vent into the employee work area.
- h) Vent(s) showing signs of dirt or mould.

5. RESPONSIBILITIES

5.1 Managers:

- a) Ensure that information circulated regarding environmental and scent sensitivities is posted in the department and reviewed at safety meetings, team meetings, etc.
- b) Establish a communication process for employees to be able to raise scent related and other similar type concerns.
- c) Ensure that the Health and Safety Superintendent or Occupational Health Consultant has been contacted in a situation where an employee has presented a medical note regarding a medical condition requiring accommodation.

5.2 Supervisors:

- a) Be sensitive to employees concerns related to odours and scented products.
- b) Be aware that some concerns may be indicators of other air quality problems, while others may relate primarily mild discomfort. In the case of mild discomfort, education, awareness and cooperation by all employees will likely resolve the issue.
- c) Listen to the employees concerns and make sure the nature of the concern is understood.

CITY OF SASKATOON ADMINISTRATIVE POLICY

NUMBER

A04-

POLICY TITLE	EFFECTIVE DATE	PAGE NUMBER
<i>Scent Awareness Policy</i>	April 1, 2011	4 of 5

- d) If the concern pertains to a scented product worn by a particular co-worker(s), meet with the employee(s) privately and remind them of the Scent Awareness Policy and the health conditions experienced by some individuals as a result of an adverse reaction to scented products. If the employee continues to disregard the Scent Awareness Policy, the employee may be disciplined.
- e) If the employee with the sensitivity seeks medical advice for a condition related to the sensitivity, contact the Health and Safety Superintendent for the branch or department to ensure the employer's response fits the medical circumstances of the individual.

5.3 Employees:

- a) Support the initiative to minimize scents in the work environment by selecting products that are fragrance free or reduced scent and will not be detected within an arms length distance from their body.
- b) Ensure that the product will not linger or fill the work area with residual scent once you have left the workspace.
- c) Follow appropriate and reasonable hygiene practices within the work environment.
- d) Be respectful of fellow workers who are sensitive to scents and odours as well as when approached by an employee regarding the use of your scented products.
- e) If the issue cannot be resolved through mutual agreement, advise your immediate supervisor of the situation and ask for assistance in the resolve.

5.4 Employees who may experience a reaction to a scent or odour in the workplace:

- a) If you experience a reaction to a scent or odour in the workplace, respectfully bring the concern discreetly to the attention of the co-worker wearing the scented product and express how the use of the scented product is causing discomfort and affecting your health.

CITY OF SASKATOON ADMINISTRATIVE POLICY

NUMBER

A04-

POLICY TITLE	EFFECTIVE DATE	PAGE NUMBER
<i>Scent Awareness Policy</i>	April 1, 2011	5 of 5

- b) If the issue cannot be resolved through mutual agreement, advise your immediate supervisor of the situation and ask for assistance in the resolve.
- c) Consider discussing your scent sensitive condition with your supervisor and fellow workers before it becomes an issue. This will help educate the workgroup on environmental/scent sensitivity and will highlight the importance of selecting fragrance free or mildly scented products.

5.5 Human Resources Department:

- a) Include a copy of this policy in the New Employee Orientation.
- b) Assist supervisors/managers in identifying the source of an odour where it is more generalized and possibly an air quality issue.

6. OTHER INFORMATION:

This is not a "Scent Free Workplace Policy"

7. REFERENCES:

- Canadian Human Rights Commission - Accommodation for Environmental Sensitivities: Legal Perspective. Wilkie and Baker. May 2007.
- The Lung Association

D3

Saskatoon Civic Middle Management Association
Revision to the Collective Agreement

Bargaining between the City and the Saskatoon Civic Middle Management Association started on January 17, 2011. The Union ratified the City's without prejudice offer for settlement on November 15, 2011. The contract is for a three year term from January 1, 2010 to December 31, 2012.

1. Wages

January 1, 2010 – 2% increase

January 1, 2011 – 2% increase

January 1, 2012 – 3% increase

2. Other Collective Agreement Changes

Article 8 Overtime, Application of Flexitime, Temporary Assignments and Standby

Amended Article 8.2 to have the Branch Manager, rather than the General Manager, as the first level of approval for flexitime.

Report Submitted by,

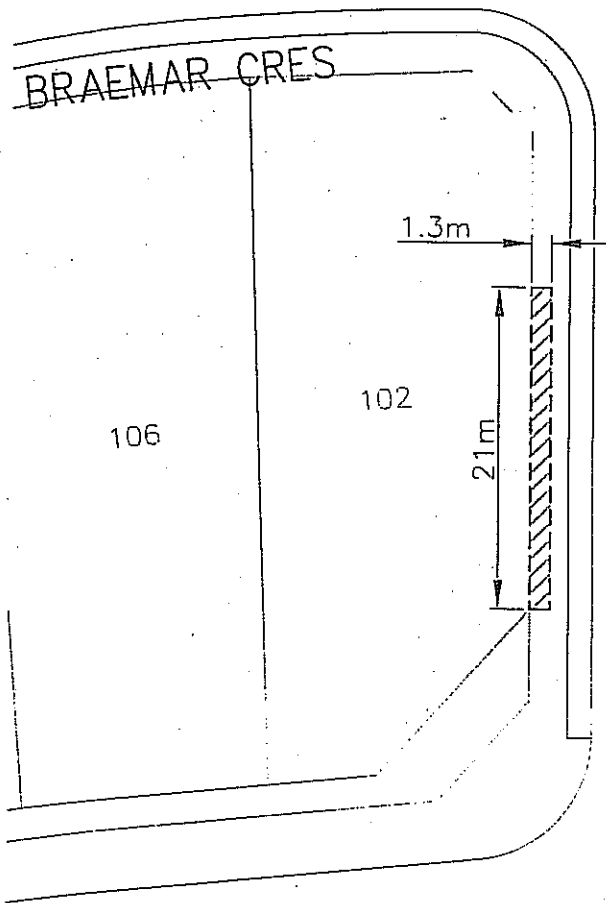


Pat Savoie
Labour Relations Manager

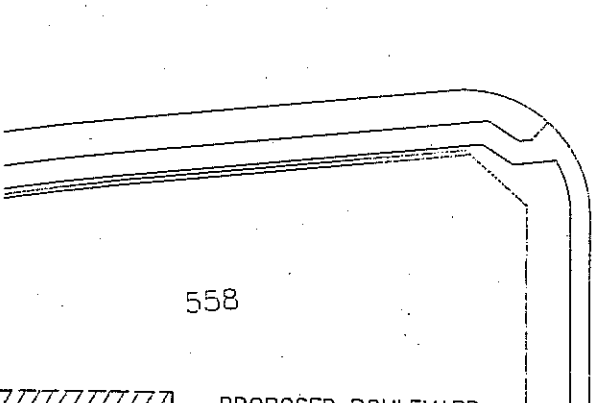
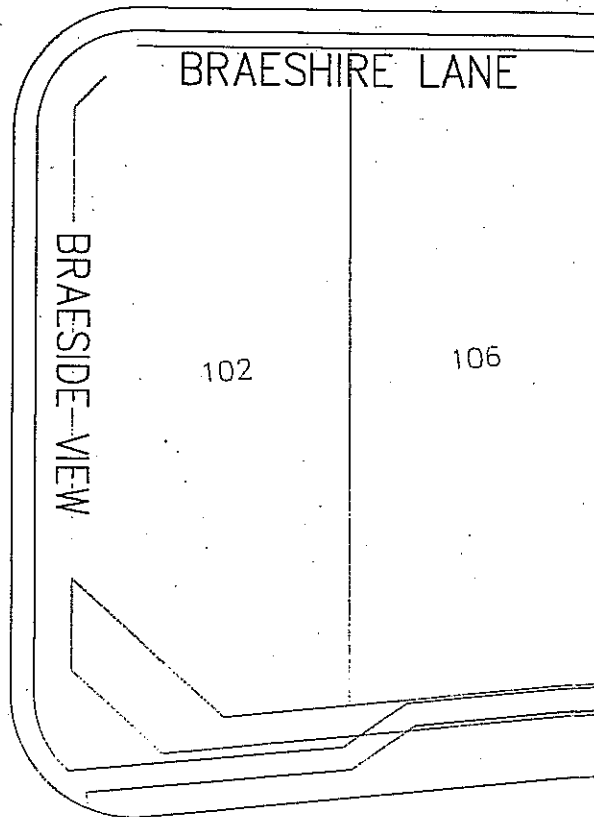
November 16, 2011

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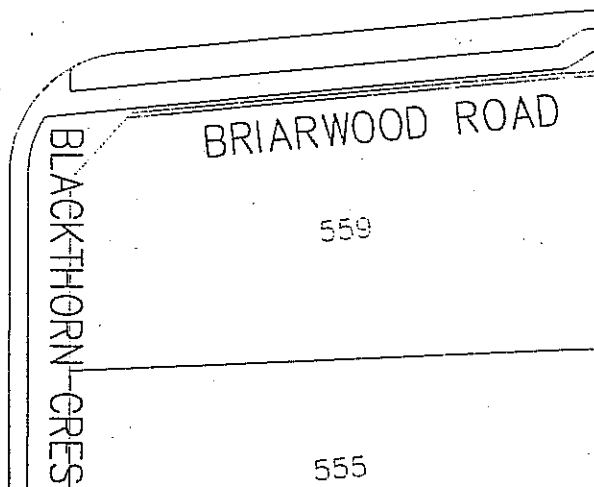
BRAEMAR CRES



BRAESHIRE LANE



BRIARWOOD ROAD



PROPOSED BOULEVARD LEASE AREA =27.3m² (293.86ft²)

PLAN DESCRIPTION/REVISIONS	
4	XXX XXX
3	
2	
1	
DRAWN BY <u>JMR</u>	
DATE <u>2011-AUG-27</u>	
SCALE : HOR. <u>1:500</u> VERT. _____	



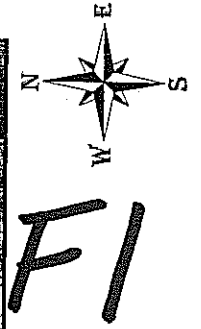
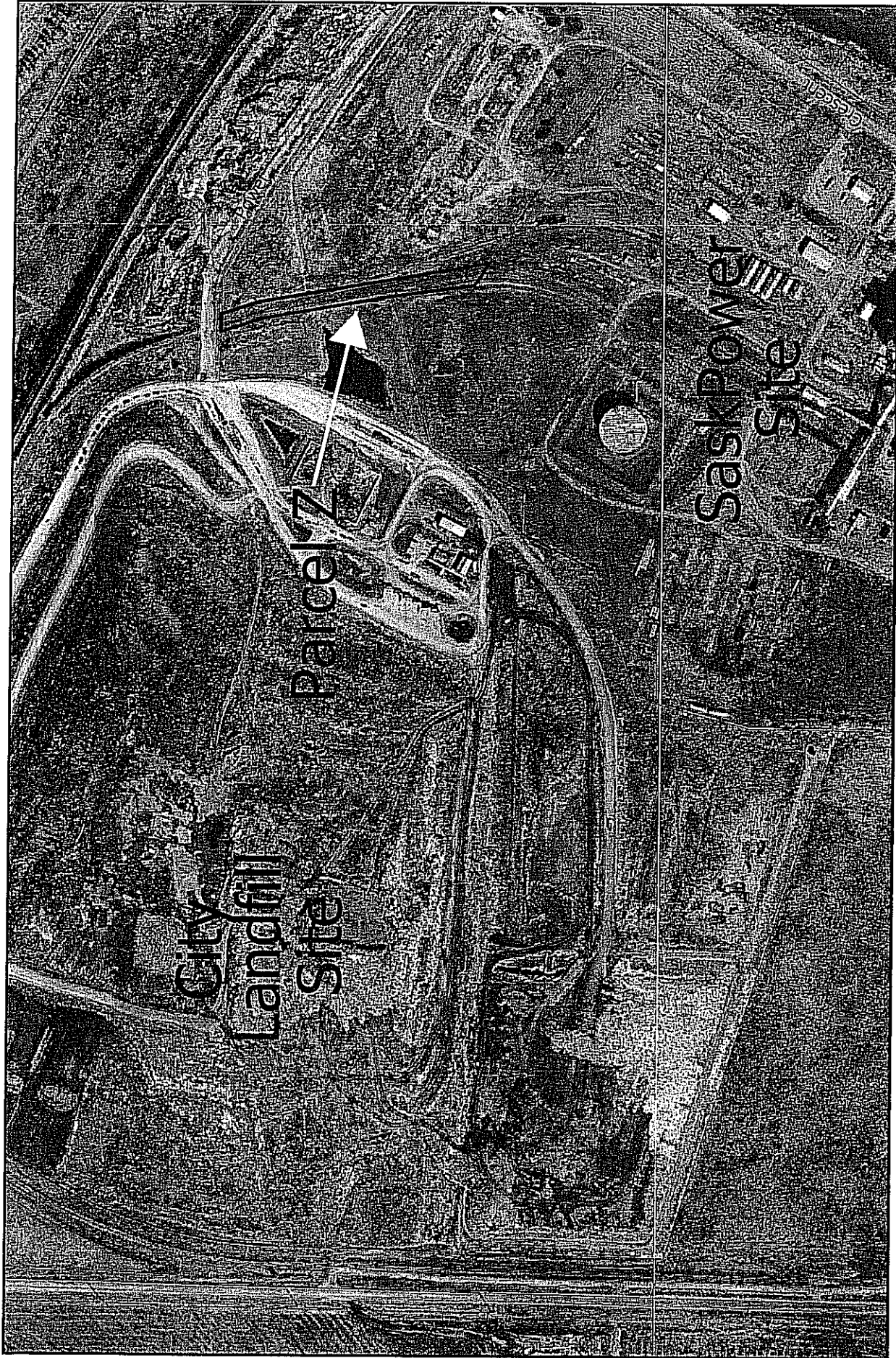
City of Saskatoon
Infrastructure Services Department

PROPOSED BOULEVARD LEASE
102 BRAEMAR CRESCENT

APPROVED

GENERAL MANAGER
[Signature]
ENGINEER
[Signature]
ENGINEER
[Signature]
PLAN NO. 240-0062-002r001

Attachment 1: Map Showing Parcel Z, Plan 101833848 Ext 0

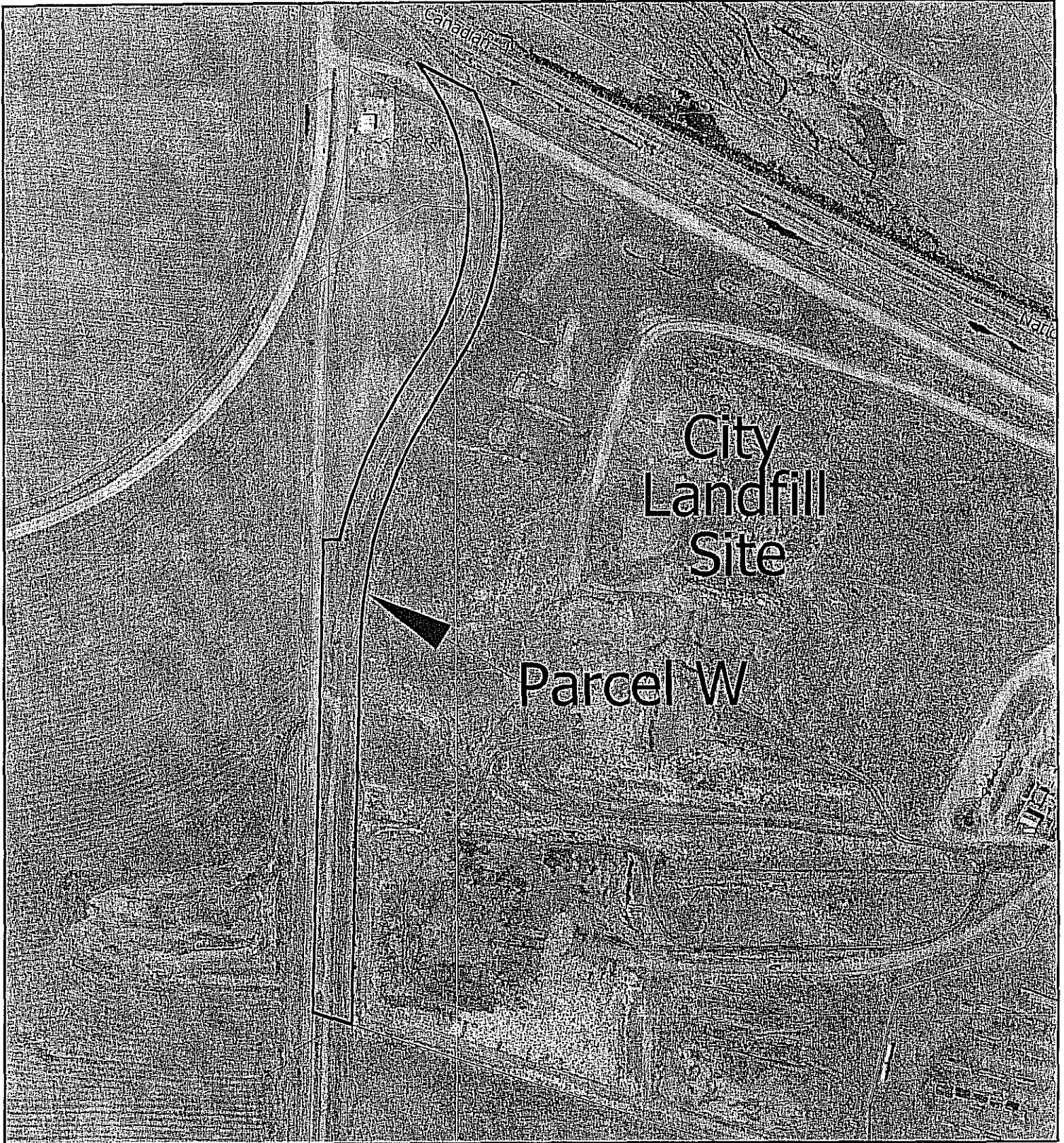


**City of
Saskatoon**
Corporate Project Team - July 2011
Note: The City does not guarantee the accuracy of this plan. To ensure accuracy, please refer to the Registered Plan of Survey. This plan is not to scale. Distances are in metres unless shown otherwise. Do not scale.

Size of Parcel Z as per ISC = 0.91 acres

Attachment 1: Map Showing Parcel W, Plan 101833848 Ext 0

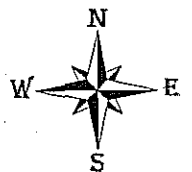
61



**City of
Saskatoon**

Corporate Project Team - July 2011

Size of Parcel W as per ISC = 7.36 acres



Note: The City 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. Do not scale.

Account Name: City of SaskatoonAccount Number: 30013300Sales Representative: Terry Sukut

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ADVERTISING AGREEMENT

THIS AGREEMENT made the 2nd day of November, 2011 between:

The StarPhoenix

(hereinafter referred to as "The Publisher")
and

The City of Saskatoon

(hereinafter referred to as "The Advertiser")

1. The Advertiser agrees to invest \$ 450,000 with The StarPhoenix between September 1, 2011 and August 31, 2012.
2. Revenue attributed toward contract agreement includes all lineage conversions; colour conversions; distribution conversions; and guarantee charge conversions in The StarPhoenix, TV Times, and The Saskatoon Sun.
3. Line Rate: \$1.32 and \$1.49

<small>Monday through Thursday</small>	<small>Friday and Saturday</small>
--	------------------------------------

 1 Colour \$395.00 2 Colours \$525.00 3 Colours \$775.00
4. The Saskatoon Sun line rate: \$1.13/line
5. City Page filler ads line rate : \$0.75/ line
6. The Advertiser agrees to rates, and all other conditions set forth in the Publisher's current rate card, with respect to Terms of Payment and Standards of Acceptability.
7. This agreement is not transferable by the Advertiser.

Acceptance on behalf of the Advertiser _____

(signature)

Acceptance on behalf of the Publisher _____

(signature)



City of
Saskatoon

**2011 Business Plan
Status Report
Third Quarter
September 30, 2011**

63

Operational/Business Priorities

Business Lines:

- 1) Community Support**
- 2) Corporate Governance and Finance**
- 3) Environmental Health**
- 4) Land Development**
- 5) Public Safety**
- 6) Recreation and Culture**
- 7) Transportation**
- 8) Urban Planning and Development**
- 9) Utilities**

2011 Year-End Forecast as at September 30, 2011

	2010 Year-end Actuals	2010 Total Budget	2011 Y-T-D Actuals September	2011 Y-T-D Budget September	2011 Y-T-D Variance Act - Bud	2011 Total Budget	2011 Forecasts	2011 Variance Forecasts Budget
Corporate Asset Management	5,318.7	6,266.3	5,064.8	5,915.0	(850.2)	7,213.5	7,851.4	637.9
Community Support	10,113.8	10,200.5	8,131.5	7,854.8	276.7	10,497.9	10,849.3	351.5
Corporate Governance & Finance	(45,822.7)	(45,287.3)	(27,249.8)	(26,654.8)	(595.0)	(51,909.8)	(52,436.0)	(526.2)
Environmental Health	9,645.8	8,976.7	5,874.1	7,173.6	(1,299.5)	9,598.4	9,841.9	243.5
Fire & Protective Services	35,846.3	36,109.9	27,133.3	29,190.9	(2,057.6)	38,921.1	38,768.1	(153.0)
Land Development	0.0	0.0	(1,379.9)	(12.5)	(1,367.4)	0.0	0.0	0.0
Policing	60,185.1	60,305.5	49,747.7	48,074.0	1,673.7	64,406.9	64,684.8	277.9
Recreation & Culture	25,799.4	25,719.7	19,443.6	21,055.5	(1,611.9)	26,693.8	26,655.2	(38.6)
Taxation Summary	(158,119.5)	(158,329.1)	(161,363.6)	(159,860.3)	(1,503.3)	(167,273.2)	(167,108.1)	(834.9)
Transportation	51,751.2	50,930.5	45,251.1	40,372.3	4,878.8	56,306.7	57,046.2	739.5
Urban Planning & Development	4,861.4	5,110.0	2,364.5	4,220.9	(1,856.4)	5,547.4	5,508.6	(38.8)
Utilities	0.0	0.0	(8,100.4)	(2,568.4)	(5,532.0)	0.0	1,644.0	1,644.0
TOTAL	(420.5)	0.0	(35,083.1)	(25,239.0)	(9,844.1)	0.0	2,305.4	2,305.4

Less Utility Stabilization Reserves (1,644.0)
REVISED FORECAST DEFICIT \$661.4

Executive Summary: (explanation figures in 000s)

The nine-month forecast based on September 30 actual results is indicating a net deficit of \$661.4. This excludes any impact of utility deficits which are currently projected at \$1.644 million.

The 2011 business and service lines have been updated as a result of the 2012 budget reorganizations and are reflected in this report.

Fuel pricing is still a major factor in the negative forecast for 2011. In total, about a \$1.37 million unfavourable variance is anticipated with \$900 in Vehicle and Equipment Services (Corporate Asset Management), \$406 in Transit operations and \$66 in Access Transit.

General Service expenditures within Corporate Governance and Finance are expected to be over budgeted by a net \$205. This includes an anticipated shortfall in Fire salaries for 2011 of \$600, as well as \$500 in higher CPP and EI costs. Increased interest revenues of \$358 from higher rates, increased fine revenues of \$261, and increased franchise fees from SaskPower of \$755 related to growth are helping mitigate the negative impact.

Transit Operations are expected to be over budget by \$754.6 of which \$406 is related directly to fuel. Other factors are higher fleet maintenance of \$197.0 and a decrease in revenues of \$644.3. This is partially offset by cost reductions including salary savings of \$533.3.

The Police Service has projected a deficit of \$277.9 resulting from staffing costs including overtime and salary increases. This \$827.6 negative variance is offset by increased revenues over budget of \$186.4 and lower overall operating costs of \$363.2.

Water and Wastewater utilities were significantly impacted by a wet early spring followed by city-wide water rationing due to high river levels causing filtration problems within the water treatment facility. Revenues are expected to be down by \$2,010 for Water and \$1,335 for Wastewater as a result of lower consumption. Reduced revenues will be offset by debt reductions, transfers to reserves, reduction in chemical costs, and a freeze on discretionary spending.

Other larger negative impacts include higher economic incentives of \$208.2 from Downtown, Affordable Housing, and Enterprise Zone programs. Landfill revenues are projected to be \$400 lower than budget due to lower than expected tonnages.

There are some significant positive variances to help offset some of the mentioned impacts. Increased taxation will help contribute an additional \$316.4 due to increased assessment growth over budget net of reductions to federal and provincial grants-in-lieu of taxation. An increase is expected in supplementary taxes of \$500 resulting from increased building activity during the year. An increase in civic-owned property long-term leases will translate into revenues higher than budget by \$115.9. Fine revenues are projected to be better by \$261 resulting from increased enforcement and parking violations. Parking revenues are also expected to be higher by \$145 due to increased meter hooding.

Any deficit, should it materialize at year end, can be covered up to \$2.7 million by the City's Fiscal Stabilization Reserve. In addition, up to \$1.0 million of any fuel deficit can be covered by the newly created Fuel Stabilization Reserve.

Details by business line follow.

Community Support Business Line

Provides supports and community investments to help build capacity in sport, recreation, culture, heritage, and social organizations and enhances neighbourhood-based associations and organizations.

Major Initiatives - Community Support 2011-2013	Work Completed To Date	Status of Project
Intercultural initiatives aimed at facilitating formal and informal civic participation of diverse groups. Targeting Aboriginals, newcomers, and Canadian born youth in building leadership skills for youth empowerment.	Project pending funding. The multiculturalism grant application to the Federal Government was not successful; therefore, this project has been cancelled until such time as we are able to find another grant opportunity.	Deferred
Intercultural awareness training sessions for civic staff.	The pilot project of intercultural training was completed early in the year. This training is now intended to move to an ongoing program. Currently exploring partnership opportunities with other organizations with a successful model of intercultural awareness training.	On Target
Community workshops on: i) multiculturalism, and (ii) building bridges with Aboriginal and immigrant communities.	Shared information about immigration and the City services with: the Foreign Credentials Referral Office, Centre for Co-operative Studies, The Alliance Sector Councils, and the Canada Mortgage and Housing Corporation. Reviewed and commented on resources being developed for immigrants such as Entrepreneurship as a Career Option Toolkit for internationally trained newcomers produced by Global Infobrokers, SREDA's Living Saskatoon Website. Presented to U of S Urban Education Class and four other community groups on services offered by the City.	On Target
Targeted volunteer recruitment campaign for community organizations to ensure there is broad representation from the community.	Continue to explore ways to recruit new and diverse volunteers for community associations. In October, hosted a booth at the Open Door's Volunteer Fair.	On Target
Mentorship opportunities for Aboriginals and newcomers joining community associations.	Following a successful mentorship, two newcomers are participating -- one as an instructor in Sutherland and the other as a treasurer in Greystone.	On Target
Conduct an accessibility review of civic facilities.	Review/documentation of the listed facilities are now complete: Field House; City Hall; Lakewood Civic Centre/Cliff Wright Library; Lawson Civic Centre/Rusty Macdonald Library; Cosmo Civic Centre/Carlyle King Library; Harry Bailey Aquatic Centre accessibility requirements have been reviewed to 2005 NBC (National Building Code) accessibility requirements.	Complete
Develop a self-assessment tool for community organizations to ensure accountability for use of grant funds and organizational effectiveness.	Have completed the first phase of the pilot assessment with two community-based organizations. Based on the feedback and evaluation of Phase 1, we have refined our assessment tool and process. Currently completing Phase 2 of the pilot assessment with two more community-based organizations.	On Target
Civic participation and leadership 'toolkits' prepared through a youth action network and the Urban Aboriginal Leadership initiatives.	Have held the first of four youth-led events. Currently reviewing the proposal from Youth Launch with respect to youth training modules and capacity development for Unified Minds youth network. Working on the next youth-led event.	On Target
Review of Heritage Policy to ensure the City's role to support an inventory of heritage buildings is being fully realized.	The consultants continue to gather information regarding related policies and synthesize input received to date. Stakeholder consultation will occur on November 22, 2011. Project is on track.	On Target
Establishment of Cemetery Assurance Fund to protect the ongoing operations of the cemetery.	The first (funding) phase of this project has been completed. 2012 is the second (funding) phase of the project. Project phased in over three years. We have completed the first of three years.	On Target

Community Support Business Line Variance

	2010 Year-end Actuals	2010 Total Budget	2011 Y-T-D Actuals September	2011 Y-T-D Budget September	2011 Y-T-D Variance Act - Bud	2011 Total Budget	2011 Forecasts	2011 Variance Forecasts - Budget
TOTAL	10,113.7	10,200.4	8,131.6	7,854.9	276.7	10,497.8	10,849.3	351.5

Community Investments and Support

Higher accessibility expense of \$139.6 is expected due to increased admission volume projections (this is offset in Recreation and Competitive Facility Programming revenue under the Recreation and Culture business line). Higher economic incentives of \$208.2 due to an increase in Downtown and Affordable Housing incentives.

Corporate Governance and Finance Business Line

Provides administrative, human resource, information technology, and finance supports for all other business lines. The City's vehicle and equipment fleet, and building operations and maintenance services provide support to the other business lines.

Major Initiatives - Corporate Governance and Finance- 2011-2013	Work Completed To Date	Status of Project
Introduce a competency model to develop leadership competencies. Align the different functions such as employment and performance to this model.	Research has been conducted and incorporated into the Workforce Strategy to be tabled with Senior Management in November/December 2011.	On Target
Develop a comprehensive workforce strategy to respond to aging workforce and competitive job market.	Strategy to be tabled with Senior Management November/December 2011. Implementation of the Workforce Strategy is expected to begin early 2012.	On Target
Integrate health and safety management systems for civic employees.	Health and Safety Management System will be rolled out to Branch Managers November 24, 2011, followed by roll out to managers and supervisors within each branch over the next few months. Administrative policies to be reviewed and approved by Senior Management in November 2011.	On Target
Implement City Council recommended revisions to the Taxi Bylaw.	Working on implementation with Implementation Coordinator. Seasonal taxi licenses allocated directly to drivers. Initial data has been received. Working with City Solicitors on bylaw rewrite.	On Target
Civic Election in 2012 which will introduce a four-year term (currently three-year term).	Preliminary planning has occurred, including training of key administrative election staff. Municipal Wards Commission will review ward boundaries in fall of 2011, including input from community. New wards to be established early in 2012. All other work to occur in 2012.	On Target
Property reassessment will occur in 2013.	Data collection 95% complete. Data entry to allow for commercial and multi-residential analysis - 95% complete, no start to analysis. Residential analysis commenced with single family residential modeling - 95% complete. Balance of residential properties in stages of model development. Vacant land analysis in progress. Capital budget is to address the two years of extra work leading up to the reassessment and the following years extra work associated with appeals. Also included are assessment software upgrades for 2014/2015.	On Target
Phase-in the replacement of aging vehicles and equipment to reduce maintenance costs.	The 2011 replacement program included the replacement of \$1.1 million light units (mini vans to 1-ton trucks), \$752,000 Police units, and \$2.2 million in heavy units (3-ton to tandem axle trucks).	On Target
Introduce video streaming of City Council meetings.	Project is complete.	Complete

Corporate Governance and Finance Business Line Variance

	2010 Year-end Actuals	2010 Total Budget	2011 Y-T-D Actuals September	2011 Y-T-D Budget September	2011 Y-T-D Variance Act - Bud	2011 Total Budget	2011 Forecasts	2011 Variance Forecasts - Budget
TOTAL	(45,822.7)	(45,287.4)	(27,249.7)	(26,654.8)	(594.9)	(51,909.8)	(52,436.0)	(526.2)

- \$80.0 higher expenses due to two by-elections (unbudgeted) in 2011.
- Fine revenues are projected to be better by \$261 resulting from increased enforcement and parking violations. Parking revenues are also expected to be higher by \$145 due to increased meter hooding.
- Higher employment costs of \$600 which includes an anticipated shortfall in Fire salaries for 2011 plus an additional \$500 variance expected from higher trending CPP and EI costs over original estimates. These negative variances are being neutralized to some degree by staff vacancies and new staff hired at lower grades, higher SaskPower franchise fees than budget by \$755 attributable to growth, and better than expected interest revenue by \$345 from higher rates.
- Lower network/internet services and lower operating expenses have an additional \$100.1 in savings.

Environmental Health Business Line

Preserves and protects the long-term health of our urban environment.

Major Initiatives – Environmental Health 2011-2013	Work Completed To Date	Status of Project
Prepare a report card on greenhouse gas emissions reductions and initiatives.	Overview of 2010 initiatives complete. Some quantification of emissions complete. Methodology for compiling a high-level inventory under development. This inventory to be complete this fall. Business plan identifying funding and initiatives to bridge gap between inventory and plan targets for emissions reductions near completion. Community targets may not be achieved without a proactive partnership that can implement programming and monitoring. Corporate targets may not be achieved without additional investment. Data gathering will be an intensive effort requiring resources.	On Target
Complete a master plan (2011) for the landfill to extend its active life and increase the level of service provided, and begin expansion of the landfill through construction of a new cell (2012).	Landfill optimization design (master plan) complete and approved by City Council. Equipment upgrades and staff training progressing. Daily cover practices and size of active face improved. Traffic flow and storm water management plans in process. Landfill expansion detailed design to begin. Cost confirmation will follow.	On Target
Design (2011) and construct (2012) a new facility to divert residential construction and demolition waste from the landfill for re-use in other construction projects.	Staff have been appointed to this project and duties assigned. Team is currently investigating what materials should be accepted, what viable re-use options are available, and what the GHG impacts of accepting, processing, and re-use are. Land acquisition for new roads associated with the Circle Drive South Project has been finalized. Team is now investigating what the new property boundaries are and how that affects required footprint for site operations. Challenges/Risks - Acceptance of materials will be scaled back in 2011 to accommodate development of new site. Circle Drive South construction may cause delays in construction.	On Target
Complete the conversion to individual garbage containers to enhance cost effectiveness and efficiency in the system for managing and reducing the waste stream.	Yet to complete post conversion surveys for King George and Nutana.	On Target
Expand recycling under the Waste and Recycling Plan to enhance cost effectiveness and efficiency in the diversion of materials suitable for resource capture from the waste stream.	Program options and preliminary costing complete. Public consultation complete. Recycling RFPs complete and awaiting City Council approval.	On Target
Expand the organic waste program under the Waste and Recycling Plan to divert organic material from the landfill.	Program options and preliminary costing complete. Held meetings with stakeholders for commercial sector organics program.	On Target
Continue the tree planting and maintenance program to ensure a healthy urban forest.	Pruning and maintenance continues on scheduled cycle, and efforts will be made to improve the production from the levy funded tree plantings in industrial areas.	On Target
Establish soil protection and remediation policies and procedures for City-owned properties.	Preliminary criteria thresholds for City-owned land developed. Preparing terms of reference for Soil and Water Management Plan development at Saskatoon Regional Waste Management Facility (Landfill) and three to five major construction project sites.	On Target
Deliver feasibility report on district heating opportunities for the City.	The consultant has delivered a draft of the final report. The report is being reviewed internally with points being clarified with the consultant. Report will be finalized and officially completed in November.	On Target

Environmental Health Business Line Variance

	2010 Year-end Actuals	2010 Total Budget	2011 Y-T-D Actuals September	2011 Y-T-D Budget September	2011 Y-T-D Variance Act - Bud	2011 Total Budget	2011 Forecasts	2011 Variance Forecasts - Budget
TOTAL	9,645.8	8,976.7	5,874.1	7,173.6	(1,299.5)	9,598.5	9,841.9	243.4

Waste Collection and Disposal

Revenues are projected to be \$50.0 higher in garbage collection due to the commercial rate increase. The landfill revenues are forecast to be lower by \$400.0 because of a decrease in tonnage received at the facility. Savings of \$86.6 are expected in salaries due to staff shortages. Further savings of \$90 include garbage collection grants of \$60.0, fixed asset purchases, and other expenses. These savings are offset by overages in leased equipment of \$108.4 to cover for unforeseen breakdown of equipment.

Land Development Business Line

Operates on a level playing field with the private sector, and ensures adequate levels of serviced inventory for both residential and industrial land are maintained to meet demand.

Major Initiatives – Land Development 2011-2013	Work Completed to Date	Status of Project
The final phases of the Hampton Village neighbourhood, a City-owned development, will be completed in 2012.	Lot Draw for 88 lots on Geary Crescent complete, all lots have been allocated and released to builders and individuals. Tender for roadway work on 153 single-family lots has been awarded. A lot draw offering for these lots will take place in June 2012 pending servicing completion. Two multi-family sites totalling 7.4 acres on Richardson Road are expected to be finished in the fall of 2012.	On Target
A concept plan for the development of the Kensington neighbourhood is being finalized for submission for approval in 2011. Servicing will commence in 2011, with 110 lots scheduled for sale in 2013.	Kensington Concept Plan is being finalized and will be sent to Civic Committees in December 2011 or January 2012, and City Council in February 2012 for approval. Topsoil stripping for Phase 1 is planned for late fall 2011, and the lot design and engineering design is expected to be complete in December 2011.	On Target
In Rosewood, 165 lots are scheduled for sale in 2011, and 183 lots in 2012.	Roadway work for Phase 1 (170 lots) complete to gravel base, and utility installation is in progress. Water and sewer servicing in Phase 2 (134 lots) 90% complete. Roadway tenders and construction planned for 2012. Lot draw for 165 lots in Phase 1 is currently in progress.	On Target
In Evergreen, 800 lots are expected to be serviced and made available for sale in 2011.	224 single-family lots on Pohorecky and Atton Crescent sold through lot draw in June with delayed possession. All lots have been released to builders and individuals as servicing is complete. Phase 3 lot draw for 366 single-family lots will take place in November and December. Delays with the relocation of 138kV power line will prohibit the release of 45 lots until 2013.	On Target
A total of 26 acres of multi-family land will be serviced in 2011, with a further 15 acres in 2012, and 5 acres in 2013.	Public Tenders for 26 acres of completed Evergreen and Rosewood multi-family parcels will be prepared in the first quarter of 2012.	On Target
In the Marquis Industrial Area, 49 acres of land will be serviced in 2011, with a further 72 acres in 2012, and 60 acres in 2013.	Servicing is complete on 49 total acres planned for 2011. A public tender for 25 acres has taken place with most of this land being optioned, leased, or sold. A tender for the remaining 24 acres of land serviced in 2011 will close in October of 2011. Plans to service 48 acres in 2012 have been expanded to 72 acres, and a tender has been awarded for water and sewer servicing which is expected to be complete in 2011. Roadway work for this phase will take place in 2012. Connection of Marquis Drive from Arthur Rose to Kochar expected to be done in 2011. Work on the CN Rail crossing will be complete in 2012.	On Target

Public Safety Business Line

Ensures Saskatoon continues to be a vibrant, safe city with an excellent quality of life.

Major Initiatives – Public Safety 2011-2013	Work Completed to Date	Status of Project
Design and construction of new headquarters for SPS.	Construction site established, environmental soils remediation in progress, building permit for foundation issued, 33% drawings have been received and are being reviewed by owners consultants, construction office trailers on site, basement excavation to commence in September. Fourth elevator added to project scope (funded from contingencies).	On Target
Upgrade radio systems for Fire & Protective Services, and Utility Services.	City Council awarded contract to Motorola on September 12, 2011.	On Target
Additional fire personnel and apparatus are required to provide emergency services for the recently annexed land.	No additional new staff are required. New bush truck (urban/wildland interface) and 3,000 gallon tanker complete with pump are now in service. Apparatus are deployed for emergency operations with a reassignment of on-duty staff. A call back is enacted for any replacement staff and in circumstances where the emergency deployment is in one of the surrounding rural municipalities, current service agreements provide for reimbursement of all associated overtime costs.	On Target
Construction of new fire hall in Hampton Village.	This project is on hold until funding has been approved.	On Target
Purchase of City-owned land in the Stonebridge/CN Industrial area for the future Fire Station #11.	Purchase of property approved and awaiting final property alignment by the Land Branch.	On Target

Fire and Protective Services Variance

	2010 Year-end Actuals	2010 Total Budget	2011 Y-T-D Actuals September	2011 Y-T-D Budget September	2011 Y-T-D Variance Act - Bud	2011 Total Budget	2011 Forecasts	2011 Variance Forecasts - Budget
TOTAL	35,846.3	36,109.9	27,133.3	29,190.9	(2,057.6)	38,921.1	38,768.1	(153.0)

Fire & Protective Services

Firefighting salaries lower due to savings in statutory holiday pay and vacancies, as well as a reduction in anticipated early retirements.

Policing Variance

	2010 Year-end Actuals	2010 Total Budget	2011 Y-T-D Actuals September	2011 Y-T-D Budget September	2011 Y-T-D Variance Act - Bud	2011 Total Budget	2011 Forecasts	2011 Variance Forecasts - Budget
TOTAL	60,185.1	60,305.5	49,747.7	48,074.0	1,673.7	64,406.9	64,684.8	277.9

Saskatoon Police Service

Total revenues are projected to be \$186.4 (2.51%) higher than budgeted. The most notable increase is in Federal Government Revenue which is projected to be \$126 over budget due to increases in staff secondments and receiving unexpected program funding in Cultural Resources. In addition, General Revenues are projected to be \$60 which includes non-budgeted revenue from the Saskatoon Health Region for the new Detention - Paramedic initiative. Provincial Government revenues are lower than budgeted to offset these increases.

Staff compensation is projected to be \$827.6 (1.41%) over budget at year end; the net effect of a number of variances including salary contingencies which are projected to be \$365 over budget largely related to Police personnel. Other projected over budget staff compensation costs include overtime of \$284, and payroll costs of \$94.

Operating Costs are projected to be \$363.2 (2.75%) under budget. The most notable variances include \$187 in reduced spending related to the Provincial ICE program due to the transfer of Provincial coordination to the Regina Police Service, and \$114 in lower than budgeted vehicle rental costs.

Recreation and Culture Business Line

Provides opportunities for citizens to participate in and enjoy the benefits of sport, recreation, culture, and park activities.

Major Initiatives - Recreation and Culture- 2011-2013	Work Completed To Date	Status of Project
\$12.5 million in park upgrades and new development.	Carryover 2010 projects are substantially complete. Most 2011 projects are near complete. Some projects continuing into 2012 include Evergreen linear parks, and Stonebridge special use parks. These projects were started later in the year due to contractor availability or adjacent activity.	On Target
Design and construction of the Remai Art Gallery of Saskatchewan at River Landing.	Application for Development Permit to Meewasin Valley Authority (MVA) and Development Services will be submitted in October 2011. CPTED review scheduled for November 22, 2011. Joint Committee MVA Development Review and Development Services scheduled for November 22, 2011. MVA Board approval is December 2, 2011. City Council architectural approval January 16, 2012. Public open house to share information on design development on January 12, 2012	On Target
Conduct Future Sport and Recreation Facility Needs Assessment Study.	Consultant has developed and completed a Sports and Recreation Programs and Facilities Strategic Planning Model. Administration will be presenting the planning model to City Council in December 2011. After the planning model is approved by City Council, Administration and the Consultant will implement the remaining steps of the study in 2012.	On Target
Replacement of the Mayfair outdoor swimming pool.	Pool basin construction underway.	On Target
Implement Municipal Culture Plan.	Culture Plan was adopted by Saskatoon City Council on September 12, 2011. The first step in implementation is on November 2 with a culture forum for arts and culture stakeholders, City staff, and interested city residents. Topics include roles and responsibilities and indicators for success: measuring a cultural/creative city.	On Target
Installation of automatic irrigation management system to reduce water consumption.	Project is complete.	Complete
Additional accessible playground units.	As part of this project, accessible playgrounds have been installed in previous years. In 2011, W.W. Ashley was identified as a priority location but no capital funding was available. The project has been resubmitted for 2012 capital budget considerations.	On Target

Major Initiatives - Recreation and Culture- 2011-2013	Work Completed To Date	Status of Project
Upgrades to golf courses, rinks, Forestry Farm Park and Zoo, and campground facilities.	<p>Golf Courses Issued tender for Holiday Park Golf Course to upgrade hole numbers 7 and 8 according to Master Plan approved by City Council. Tender bids came in significantly over budget and project schedule and scope to be re-evaluated winter of 2011. Project has been deferred to 2012. The annual contribution to the golf course redevelopment reserve is insufficient to keep pace with rising construction costs. Exploring new funding strategy. Issued tender to replace golf course maintenance equipment. Contract awarded and equipment has been delivered. Project is complete/</p> <p>Forestry Farm Park & Zoo Construction of new parking lot adjacent to Admin Building. In consultation with IS Services project management group, tender documents are being prepared for construction. Project tender is planned for January 2012 with completion by spring 2012. IS Project Services has advised may be insufficient capital funds to complete project. Budget is \$240,000. The discovery centre interpretive display based on 100 year history of the Forestry Farm Park is in the final planning stages and scheduled to be complete by May 2012. Interpretive display proposal being reviewed and awarding of contract in November with projected completion date by end of May 2012.</p> <p>Campground Electrical Upgrade In 2011 will complete the last of three phases; last phase provides roadway lighting throughout the park. Project to start in November 2011. Subject to funding from 2011 contribution to reserve based on exceeding budget revenues.</p>	On Target
Upgrading of Pleasant Hill and Dundonald Neighbourhood Parks.	The public will be invited to comment on the proposed concept plan for the neighbourhood park in Pleasant Hill in November 2011. Construction is scheduled for 2012.	On Target
Take over maintenance of new parks in Stonebridge, Willowgrove, Hampton Village, Evergreen, and Blairmore neighbourhoods.	The transition of maintenance of these new parks from the developer to the City is approximately 50%. The remainder of scheduled takeovers will occur in October 2011.	On Target
Provide hosting grants to support major special events, such as the 2012 Canadian Country Music Awards.	First instalment of Special Event Grant (\$50,000) paid to Tourism Saskatoon on September 1 2011, for the Canadian Country Music Awards event. Final instalment of grant (\$50,000) to be paid January 2012.	On Target
Prepare the first ever Memorandum of Understanding (MOU) between a neighbourhood and its elementary schools to recognize and protect the cash investment of \$3.5 million into the elementary schools/community centre facility and land costs. The MOU will formally acknowledge that the design, construction, operation, and access to the school facility will provide activity space to support community programs and activities.	The integrated school design was presented to partners late October 2011. This integrated school designed will be used to begin negotiations of a MOU in November 2011 with both school boards.	On Target
Develop new off-leash dog areas.	Public consultation process will begin in early 2012 to develop a program plan for off-leash dog areas throughout the city.	On Target

Recreation and Culture Business Line Variance

	2010 Year-end Actuals	2010 Total Budget	2011 Y-T-D Actuals September	2011 Y-T-D Budget September	2011 Y-T-D Variance Act - Bud	2011 Total Budget	2011 Forecasts	2011 Variance Forecasts - Budget
TOTAL	25,799.3	25,719.5	19,443.7	21,055.6	(1,611.9)	26,693.7	26,655.1	(38.6)

Parks Maintenance

The majority of the favourable variance has resulted from a water savings of \$75.0 due to water ban and spending freeze savings of \$43.0.

Rec/Competitive Facilities – Program

Revenues were higher than expected by \$356.0 but were partially offset by higher costs associated with admission and registration volume increases.

Rec/Competitive Facilities – Rentals

Expenses are higher primarily due to higher than budgeted electrical usage of \$185.2 at the Shaw Centre.

Transportation Business Line

Efficiently moves people, services, and goods while minimizing environmental impact and promoting sustainability.

Major Initiatives - Transportation 2011-2013	Work Completed to Date	Status of Project
Opening of the new South Bridge, related interchanges, and overpasses (2012).	River Crossing - work on the west side is almost complete, and crews are removing the earth berm on west side. Crews have started creating the earth berm in the river for the east side work. Preston Interchange - the detour scheduled for opening on October 26, 2011. Northwest - anticipated to have the RR overpass open by early November; anticipated to have 11th Street east of Circle Drive open before end November. Idylwyld overpass - crews have been pouring concrete for decking, and have paved new Clarence Street off ramp. Lorne Ave Overpass - concrete poured for decking; work continues on approach roads; anticipate opening Lorne Avenue by early December. Work on storm sewer installation on both sides of river continuing	On Target
Report on mid-2011 Transit fare increase requirements and project fares for the next two years.	Charter fare increases will be recommended to City Council in 2012 rather than 2011 subject to completing a comprehensive review including best practises throughout Canada and impact to Transit's regularly daily service. A recommendation to City Council as described above has been deferred to the 2012 Operating Budget review.	On Target
An increase to the funding for basic infrastructure to address some of the maintenance of roads, back lanes, bridges, etc.	City Council has been presented with various funding level options and will consider them as part of the budget process.	On Target
Construction of Phase I of Highway 7 and Highway 14 interchange.	Tender for the grading was awarded. Construction of grading began September 21, 2011. Roadways to be designed in winter 2012; tender in spring 2012; construction summer of 2012.	On Target
Develop a long-range transportation master plan integrating all transportation modes including transit, walking, cycling, and driving.	Administration to develop a strategy for integrating planning, transportation, and transit planning functions. A new approach to transit is required and must be integrated with planning and the strategies relating to other modes of transportation. Developing a terms of reference and scope for the transportation master plan entitled "Moving People".	On Target
Commence plans for replacement of the Traffic Bridge.	Traffic bridge project approved in scope but presently unfunded. Contract documents are being prepared and some field testing will continue in 2011 and then the project will wait for funding.	On Target
Construction and extension of 25 th Street from Idylwyld Drive to 1 st Avenue.	Water and Sewer is 95% complete; roadway construction is scheduled for October 2011 and completion in October 2012.	On Target
Improve the level of service for snow and ice removal by focusing on priority travel routes, areas near schools, bus stops, and accessibility of roadways in new neighbourhoods.	No significant changes over 2011. City Council will consider additional budget requests for school zone improvements.	On Target
Develop and implement a Transportation Demand Management Strategy to make more efficient use of transportation resources.	City Hall initiatives – prepared survey for civic employees to determine current commuting choices and modes of travel. Working with Communications Branch to develop internal Communications Plan before releasing the survey. Implementation strategy for TDM Strategic Plan initiatives has been developed and is currently being reviewed by civic steering committee. Report to Council before end of 2011.	On Target
Implement alternative options to City Card payment for parking, and new technologies for parking enforcement, including license plate recognition for recognizing length of time in parking stall.	RFP for upgraded parking infrastructure slated for November 2011. Implementation scheduled for June 2012. One license plate recognition (LPR) is currently in use for parking enforcement. Plans in progress to purchase a second system to target violation in time-restricted parking stalls.	On Target

Major Initiatives - Transportation 2011-2013	Work Completed to Date	Status of Project
Develop and implement a five-year capital plan for the expansion of cycling infrastructure (pathways, bike lanes, sharrows) and educational and awareness initiatives.	Five-year capital plan has been prepared and approved by City Council. Implementation for 2011 is underway. A report for City Council is currently being prepared in order to provide an update on the status of the program and the program direction for 2012.	On Target
Expansion of bus eco-pass program to businesses, non-profit agencies, high schools, etc.	Businesses are signing up for Eco Pass (currently five external agencies participating). The U of S staff and faculty will join the program in September 2011, and the Saskatoon Health Region is planning to expand their number of participants; Saskatoon Transit ran an aggressive advertising campaign that began in June 2011. <ul style="list-style-type: none"> • advertising signs on buses (inside and out) • radio advertising • brochures educating customers on the program • social media advertising (facebook, twitter, and the City Blog) High Schools are not part of the Eco-Pass program. Saskatoon Transit and the Boards of Education are working towards piloting a U-Pass type program for high school students. Negotiations for a U Pass agreement with First Nations educational institutions is underway.	On Target
The retrofitting of two signalized intersections at priority locations.	Installation underway of both locations (Clarence and Ruth, and Fairlight Drive and Diefenbaker Drive). Expected completion is October 2011.	On Target
Review new neighbourhood design standards from a long-term Transit perspective. If changes are desired, the City will then work with developers to update these standards.	Transit and Transportation have completed a job description for an integrated position that will focus on Transit standards, specifications, and research. This position will review current standards related to future growth including neighbourhood design standards.	On Target
Pilot signal-priority system at five intersections to improve Transit service between downtown and the University of Saskatchewan.	Five buses have the hardware installed and is being completed for mapping the five signal controllers on the College Dr. corridor. Saskatoon Transit will be testing the system on five buses and five intersections by mid-September. Testing continuing with a target date of completion by December.	On Target
Report on comprehensive short and long-term bus refurbishment.	Consultant report (Stantec) completed. Report to City Council will be presented in fall 2011. Transit has completed the refurbishment of approximately 40 buses between 2010 and 2011. This initiative has extended the life of these buses by approximately 5 to 7 years. Transit will continue to replace buses via current capital reserve allotments and defer the presentation of a long-term replacement report to City Council until 2012.	On Target
Design and construct a bus terminal and route for buses for easier entrance and exit from Credit Union Centre during special events.	Transit/Transportation currently seeking contractors to complete intersection and lane direction signalling and loading/unloading fence installation. Transit/Transportation have not been successful in attracting contractors through the City's RFP process ; therefore a sole source contract will be awarded. There have been a number of discussions with various consultants and a successful vendor is being narrowed down.	On Target
Develop a plan for the Civic Operations Centre (relocate the bus barn and City Yards to a multi-use site).	P3 business case development is ongoing with Deloitte. Negotiations with CN are continuing regarding the visual/sound barrier on the north side of tracks adjacent to Montgomery Place.	On Target

Transportation Business Line Variance

	2010 Year-end Actuals	2010 Total Budget	2011 Y-T-D Actuals September	2011 Y-T-D Budget September	2011 Y-T-D Variance Act - Bud	2011 Total Budget	2011 Forecasts	2011 Variance Forecasts - Budget
TOTAL	51,751.4	50,930.5	45,251.1	40,372.4	4,878.7	56,306.8	57,046.2	739.4

Transit

Transit Revenue is projected to decrease \$644.3 due to a combination of riders choosing less costly fare products, deferral of a proposed fare increase, decrease in charters provided and the fact that there is no public school contract for the fall term. Salary and payroll cost savings are expected to be under by \$533.3 due to service changes and efficiencies. Price increases, higher technology, buses off warranty, older fleet to maintain, and a fuel price increase have resulted in over expenditures in fleet maintenance of \$197.0 and fuel of \$406.1. Remaining expenses are anticipated to have over expenditures of \$40.5.

Access Transit

Revenue is projected to decrease by \$48.0. Due to an increase in fuel price, over expenditures of \$66.5 will be experienced in fuel. Price increases and an aging fleet will result in equipment maintenance being overspent by \$30.0. Savings in salaries, uniforms, facilities cross charges, and other expenses totaling \$69.9 will partially offset the negative variances.

Street Lighting

Over expenditures are projected for salaries \$53.7 and V&E rentals \$17.1 in the decorative lighting program offset partially by savings in fixed asset purchases \$25.0 and fuel/lube \$2.1. Utility costs in the Street Lighting City and SPC areas are forecasted to be unfavorable by \$7.0.

Parking

Metered hooding revenue is expected to be favourable by \$145.0 due to increased meter hooding programs and City Card revenue by \$50.0. This revenue is offset by increased Parking Enforcement Services of \$63.0.

Urban Planning and Development Business Line

A proactive approach to addressing future opportunities and pressures on our community that accommodates growth and change (e.g. population, diversity of public services and amenities, broader scope of education, research, business) while balancing long-term economic, environmental and social needs, and achieving the desired quality of life expressed by our residents.

Major Initiatives – Urban Planning and Development - 2011-2013	Work Completed to Date	Status of Project
3rd Avenue streetscape work from 19th Street to 20th Street.	Phase 1 (22nd St to 21st St) - construction substantially completed. Phase 2 (21st St to 20th St) - construction substantially completed. Phase 3 (20th St to 19th St) – construction substantially completed not including 19th St intersection. 19th St intersection design and construction to begin in 2013; dependent on Parcel Y/Traffic Bridge construction. Phase 4 (22nd St to 23rd St) - design to begin in 2012. Construction completion dependent on plans for adjacent land including the transit mall, Frances Morrison Library, Civic Plaza, etc.	On Target
Construction of new section of 25th Street streetscape from 1st Avenue to Idylwyld Drive.	In 2011 the water and sewer work in the new 25 th Street alignment was substantially completed. Work in 2012 will include all of the surface works of the roadway and most of the streetscaping; the completion of streetscaping will occur in 2013.	On Target
Table Westmount and Varsity View Local Area Plans with City Council.	Westmount Local Area Plan was adopted by City Council on June 27, 2011. The LAP is completed and recommendations are now at the implementation stage. The Varsity View LAP is in progress. The public consultation phase has concluded. Staff are now preparing the draft plan with the help of the Local Area Plan committee. The final report will be tabled with City Council for adoption in April 2012.	On Target
Local Area Plan review and future strategy, including updated Neighbourhood Indicators Status Report, to be tabled with City Council.	The LAP service review report was presented to City Council on September 7. The report highlighted the programs achievements and proposed new directions and priorities for the LAP program. Administration recommended renewal of the program by authorizing new Local Area Plans for the Mayfair/Kelsey-Woodlawn, Meadowgreen and Montgomery Place neighbourhoods. The recommendation was adopted by City Council at the Civic Service Review meeting held in summer 2011. Report and recommendation was adopted by City Council Sept. 26/11.	Completed
Ongoing affordable housing target of 500 units per year, including plans to distribute city-wide.	The Housing Business Plan has set a target of 500 new affordable housing units per year between 2008 and 2012. A variety of new incentive programs, land predesignation, and enhanced communication have yielded successful results. The 2010 Annual Report projects that 1,818 new affordable housing units will be supported to the end of 2012, or 364 units per year. The policy and incentive programs are under review to encourage affordable housing in more neighbourhoods and avoid concentration. Funding from the Province will allow the City's programs to continue to the end of 2013, extending the Housing Business Plan to six years from five.	On Target
Permanent funding for affordable housing.	The following strategy has been deferred until the end of 2013. The City has received a new funding commitment from the Provincial Government and will use that source of funding for existing programs. The strategy called for the allocation of \$1.5 million to be provided from the operating budget to the Affordable Housing Reserve in a phased-in manner over six years. The first \$250,000 instalment was included in the 2011 operating budget. The draw on the Neighbourhood Land Development Fund was to be reduced by \$250,000 per year until the full \$1.5 million is provided through the mill rate. As noted above, further instalments have been deferred until the deliberations begin for the 2014 operating budget.	Deferred
Online applications for business licenses and subdivisions.	Some preliminary work and programming done. This project is being done by internal technological services, so it is being addressed along with other priority areas. Revised estimated completion date of March 2012 for both subdivision and licenses online applications.	On Target

Major Initiatives – Urban Planning and Development - 2011-2013	Work Completed to Date	Status of Project
Partner with RM of Corman Park to begin sector planning studies for planning district.	The consultant selected for this project is MMM Group. The anticipated completion date is July 2012. The project team held their first Steering Committee meeting, to gather background information and tour the study area. The consultant will present a preliminary overview of the information gathered to date and begin stakeholder consultation in late fall 2011. Discussions with English River and Cowessess First Nations are being considered for this time frame as they have been identified as key stakeholders in this project.	On Target
Table recommendations for new care home and daycare policy.	Project is complete.	Complete
Create a Wetlands Policy and Implementation Plan that will provide for the conservation of wetlands within the City's future growth areas.	Phase 1 is completed. Phase 2 of this interdisciplinary project is underway. The Administrative Review is ongoing and will provide an understanding of the impacts and logistics involved with the implementation of a Wetlands Policy. Creation of the Implementation plan is underway. Work on the Policy and Management Plan will begin upon completion of the Administrative Review.	On Target
Submit the Blairmore Sector Plan to City Council for approval.	Amendments to the Blairmore Sector Plan were approved by City Council on March 7, 2011.	Complete
Table the East Sector Plan with City Council.	The draft Sector Plan has been circulated internally for administrative review. A second public open house on the draft Sector Plan is scheduled for October 13, 2011. The draft Sector Plan will be submitted to committees beginning in November 2011, and is scheduled to be submitted to City Council by April 2012.	On Target
Continue to refine the Master Future Growth Plan.	(under review) Report on Future Growth Plan, and proposed strategies to ensure sustainable growth, will be presented to Executive Committee in November 2011.	On Target
City Centre Plan – Civic Plaza Master Plan to integrate the civic buildings, public spaces, and infrastructure in the downtown core.	Phase 3 is currently the Civic Plaza Master Plan funded in 2011. Phase 3 will be changed to the Policy and Zoning plan (formerly Phase 4) to start in 2011 using funding already approved from 2011, and be led by Neighbourhood Planning. Civic Plaza Master Plan - City Centre Plan Phase 4 will start in 2013.	On Target
Provide a leadership role in the development of the Kinsmen Park and Area Master Plan, which includes the Mendel Art Gallery building and grounds, and the Shakespeare on the Saskatchewan site.	A preferred option for the Master Plan has been developed in consultation with the stakeholders, relevant civic departments, and sponsors. A tenant readiness report has been prepared by a group led by the Children's Discovery Museum for the Mendel Building Re-use. The Environmental Site Assessment for portions of the study area is complete. Public information sessions for the Master Plan will be held on November 2 and 10. Information panels will be installed at six locations throughout the city.	On Target
Provide a leadership role in the North Downtown Master Plan to create a comprehensive vision for the vacant City-owned land resulting from the extension of 25 th Street to Idylwyld and the relocation of the City Yards from the city's central business district.	Preliminary work is ongoing prior to issuing consultant call for the Master Plan including environmental site assessment, District Heating and Cooling Study, services overview, objectives and scope of work preparation, and research into funding and partnerships.	On Target
Expand relationships with regional partners to respond to projects associated with wastewater management, Treaty Land Entitlement communications, and planning district concept plans.	<p>Planning for Growth Study has been completed. Meeting scheduled in November 2011 with municipal partners to discuss the final report and recommendations, as well as a plan to move forward.</p> <p>The Concept Plan for the south east sector of the Corman Park-Saskatoon Planning District is underway. The consultant will be meeting with stakeholders and the steering committee in November 2011. The Concept Plan will be completed by August 2012.</p> <p>The City has been assisting SREDA in organizing a second Aboriginal Land Development Forum, which will be held on November 17, 2011. A number of other joint initiatives with SREDA are in the development stage.</p>	On Target
Implement a Planning for Growth study in partnership with the RM of Corman Park, Martensville, Osler, and Warman.	Planning for Growth Study has been completed. Meeting scheduled in November 2011 with municipal partners to discuss the final report and recommendations as well as a plan to move forward.	On Target

Urban Planning and Development Business Line Variance

	2010 Year-end Actuals	2010 Total Budget	2011 Y-T-D Actuals September	2011 Y-T-D Budget September	2011 Y-T-D Variance Act - Bud	2011 Total Budget	2011 Forecasts	2011 Variance Forecasts - Budget
TOTAL	4,861.4	5,110.0	2,364.5	4,221.0	(1,856.5)	5,547.3	5,508.5	(38.8)

Building Permits & Standards

An unfavourable revenue variance of \$30.0 is expected for building information abstracts.

Business Licenses & Bylaw Enforcement

Revenues are higher than anticipated by \$25.0 for business licenses and bylaw enforcement; there are savings due to staff vacancies.

Development Review

Revenues are anticipated to be higher than budget by \$21.0 for development review.

Utilities Business Line

Provides cost-effective and high-quality electricity, quality drinking water, treatment of wastewater, and storm water management.

Major Initiatives - Utilities 2011-2013	Work Completed to Date	Status of Project
A new raw water intake and pump house is under construction, and will be completed in 2011. This facility will provide for the current and future water supply needs of the city.	The 1500mm pipeline River Crossing project has been completed and pressure tested. Construction of the intake/pumphouse structure is completed. The coffer dam removal is in progress scheduled for completion by the first week of November, 2011. The contractor is working on the remaining electrical and instrumentation installations. The functional commissioning for the equipment and staff training has started.	On Target
The flood control strategy will be expanded with the installation of additional "superpipes" in Confederation Park, Westview, Early Drive, Erindale, Lakeview, and Dundonald.	Construction and engineering for this work will continue as cash flows allow. The superpipe currently under construction in Westview is nearing completion, on time and on budget, and is scheduled to be complete by the end of November.	On Target
A new \$3 million Turboexpander Power Generation Facility located at SaskEnergy's Natural Gas Regulating Station, west of the Saskatoon Landfill, will produce electricity for up to 600 homes with zero emissions by recovering pressure energy and heat energy. This facility is expected to be operational by fall 2012.	Detailed design is expected to be complete in November and tendering is expected in early 2012.	On Target
A \$10 million gas collection system at the Saskatoon Landfill will be constructed. This infrastructure has the potential to reduce annual greenhouse gas emissions by over 90,000 tonnes per year and provide electricity for up to 2,600 homes. This facility is expected to be operational by fall 2012.	Tendering for construction of the landfill gas collection system and power generation facility will take place in November with construction in 2012. The facilities are expected to be operational in early 2013.	On Target
The viability of generation at the Saskatoon Weir, which could generate green electricity for up to 4,800 homes while also generating revenue for the City, will be further explored in 2011. The hydropower plant could be built in conjunction with a whitewater park.	This project has been delayed to the 2013 Budget Cycle. A funding source has not yet been identified.	Deferred
Construction of a tall wind turbine located at the Saskatoon Landfill will be explored, and if confirmed feasible, design will commence in 2011. This wind turbine is expected to generate green electricity for up to 600 homes. This project is anticipated to be constructed in 2012 and be operational by early 2013.	A Request for Proposals for purchase and construction of a tall wind turbine will be issued in November. Construction will occur in 2012, and the facility is expected to be operational in early 2013.	On Target

Major Initiatives - Utilities 2011-2013	Work Completed to Date	Status of Project
Major upgrades (\$29.4 million) to the water reservoir located at Avenue H and 11 th Street include expanding the existing reservoir, installing a new high-lift pump station, and a system that will utilize ultra violet disinfection. All three projects will be installed on the existing footprint of land.	The detail design for the facility is complete. Open House at the local community occurred on September 21, 2011. Major equipment including pumps, UV reactors and VFDs - are pre-selected and awarded. Tender for the facility construction called and scheduled to be closed in late December 2011. Start of the construction planned for early spring 2012.	On Target
At a cost of \$21.3 million, the reservoir located at 42 nd Street West will be expanded and combined with a new pumping facility to service the industrial and northeast residential areas.	The Terms of Reference for engineering services have been prepared and are being reviewed. They will be sent out before the end of November 2011. The successful proponent will be selected and approved by mid-January 2012.	On Target
A study is underway to review the condition of the City's electrical distribution system against industry standards. The study will identify necessary capital improvements and costs, and will project the long-term rehabilitation and growth work required, which may have a corresponding impact on the return on investment.	Work on this study began in July and is expected to be completed by January 2012. It is anticipated that the outcomes from the study, along with administrative recommendations, will be made to City Council early in spring 2012.	On Target

Utilities Business Line Variance

	2010 Year-end Actuals	2010 Total Budget	2011 Y-T-D Actuals September	2011 Y-T-D Budget September	2011 Y-T-D Variance Act - Bud	2011 Total Budget	2011 Forecasts	2011 Variance Forecasts - Budget
TOTAL	0.0	0.0	(8,100.5)	(2,568.3)	(5,532.2)	0.0	1,644.0	1,644.0

Saskatoon Light & Power and the utility for Storm Water and Waste Water operate on a full cost recovery basis. The Utilities have experienced negative variances due to weather-related events in 2011. These variances are being addressed through resource reallocations to ensure the Utilities operate on a cost-recovery basis with no impact to the mill rate.

Taxation – Variance

	2010 Year-end Actuals	2010 Total Budget	2011 Y-T-D Actuals September	2011 Y-T-D Budget September	2011 Y-T-D Variance Act - Bud	2011 Total Budget	2011 Forecasts	2011 Variance Forecasts - Budget
TOTAL	(158,119.4)	(158,329.1)	(161,363.5)	(159,860.2)	(1,503.3)	(167,273.2)	(168,108.1)	(834.9)

Property Levy/Grant-in-Lieu of Taxes

Actual assessment growth is contributing \$500.0 more than budgeted based on the revised assessment roll. This is offset by approximately \$200.0 from a decrease in projected grant-in-lieu of taxation revenues from provincial and federal properties.

Supplementary Property Levy

Increased supplementary taxation of \$500.0 is expected due to an increase in building activity in 2011.

His Worship the Mayor and City Council
The City of Saskatoon

LEGISLATIVE REPORTS

Section B – OFFICE OF THE CITY SOLICITOR

B1) Enquiry - Councillor T. Paulsen (December 20, 2010)
Bylaw Enforcement
Fines re: *The Fire and Protective Services Bylaw, 2001* and
The Property Maintenance & Nuisance Abatement Bylaw, 2003
(Files CK. 185-14 and CK. 4400-1)

- RECOMMENDATION:**
- (1) that the discounted penalty be abolished for early payment of a second offence ticket under *The Fire and Protective Services Bylaw, 2001*;
 - (2) that minimum mandatory fines be established in *The Fire and Protective Services Bylaw, 2001* as follows:
 - (a) for Notice of Violation offences, the non-discounted penalty indicated on the Notice of Violation; and
 - (b) for the offence of failing to comply with an order of a municipal inspector - \$500 first offence, \$750 second offence and not less than \$1,000 third and subsequent offence;
 - (3) that “unsecured vacant buildings” be added to the list of nuisances prohibited under *The Property Maintenance & Nuisance Abatement Bylaw, 2003*;
 - (4) that Notice of Violation tickets be authorized under *The Property Maintenance & Nuisance Abatement Bylaw, 2003* for the following offences:
 - (a) long grass and weeds;
 - (b) accumulation of junk and garbage;
 - (c) untidy and unsightly premises;

- (d) open excavations; and
- (e) unsecured vacant buildings;
- (5) that Notice of Violation penalties under *The Property Maintenance & Nuisance Abatement Bylaw, 2003* be set at \$250 for a first offence, to be reduced to \$200 if paid within 14 days; \$500 for a second offence; and \$750 for a third or subsequent offence; and
- (6) that the minimum mandatory fines be established in *The Property Maintenance & Nuisance Abatement Bylaw, 2003*, as follows:
 - (a) for Notice of Violation offences, the non-discounted penalty indicated on the Notice of Violation; and
 - (b) for the offence of failing to comply with an order of a municipal inspector - \$500 first offence, \$750 second offence and not less than \$1,000 third and subsequent offence.

Introduction

City Council has asked our Office to review the adequacy of fines in various City bylaws with particular emphasis on repeat offenders. The purpose of this report is to determine whether Saskatoon's fines as they relate to the enforcement work of the Saskatoon Fire & Protective Services are adequate at their current levels or whether changes are warranted. (Reports on other bylaws will be forthcoming in the next several months.) Our Office and Saskatoon Fire & Protective Services reviewed current fines and compliance levels and recidivism for *The Fire and Protective Services Bylaw, 2001* and *The Property Maintenance & Nuisance Abatement Bylaw, 2003* and determined that some changes may be warranted to the current structure and level of fines under these bylaws.

Overview

Saskatoon Fire and Protective Services enforce both *The Fire and Protective Services Bylaw, 2001* and *The Property Maintenance & Nuisance Abatement Bylaw, 2003* (collectively, the "Bylaws"). Currently, *The Fire and Protective Services Bylaw, 2001* contains provisions which allow for Notice of Violation tickets and Orders to Remedy to be issued. In contrast, *The*

Property Maintenance & Nuisance Abatement Bylaw, 2003 does not allow for Notice of Violation tickets. Only Orders to Remedy are used.

Notice of Violation tickets allow a person to pay a set penalty in order to avoid having to make a court appearance. They are used in situations where the offence is clear and simple to rectify or where contravention of the bylaw results in a danger to the public. Under *The Fire and Protective Services Bylaw, 2001*, Notice of Violation tickets are used for such offences as blocking an exit to a building, failing to maintain fire extinguishers, failing to maintain records of smoke alarms, permitting the accumulation of combustible materials so as to constitute an undue fire hazard.

Both of the Bylaws also incorporate an Order to Remedy process. The Order to Remedy process is intended to be used where the goal is to have the owner of a property do something to bring the property into compliance with the Bylaw.

The Order to Remedy process requires a municipal/fire inspector to conduct an inspection to determine that contraventions of one of the Bylaws exists, to issue a written order setting out contraventions and remedies to these contraventions and to indicate a time allowed for compliance. Typically, numerous contraventions will be listed in the order. The order must be served on the owner or occupant of the property. The owner or occupant may appeal the order. After the time for compliance set out in the order, the City may do the work set out in the order and charge the costs of doing so to the tax roll of that property. Additionally, the owner or occupant may be charged with the offence of failing to comply with the order.

The Fire and Protective Services Bylaw, 2001

Notice of Violation Offences

The current fine structure under this Bylaw sets penalties of \$250 for a first offence and \$500 for a second offence. These penalties are reduced to \$200 and \$400, respectively, if payment is made within 14 days.

Saskatoon Fire & Protective Services Department indicates that, in general, the current fine structure creates a sufficient deterrent. In its view, \$250 is sufficient to provide notice that contravention of the bylaw is a serious matter. Providing a reduced fine of \$200 for early payment makes an allowance for first time offenders who might not have been aware of the requirements of the bylaw. However, Saskatoon Fire & Protective Services Department was of the view that a reduced penalty of \$400 for a second offence is not warranted as offenders have knowledge of the bylaw and its requirements.

We recommend that the fines for Notice of Violation offences under *The Fire and Protective Services Bylaw, 2001* remain at \$250 for a first offence and \$500 for a second offence. Further, we recommend that a discounted penalty of \$200 for payment within 14 days remain available for first offence, but that no discounted penalty be available for a second offence.

Mandatory Minimum Fines

Mandatory minimum fines set a base fine for the justice when a matter goes to court. A justice can award a fine higher than the base fine, but not lower.

Currently, *The Fire and Protective Services Bylaw, 2001* sets mandatory minimum fines for Notice of Violation offences at the same level as the specified fines under the bylaw. This means that a person charged with a Notice of Violation offence has the option to pay the specified fine voluntarily to avoid prosecution. If the person elects not to pay the fine voluntarily, the matter proceeds to court. If convicted, the person is fined an amount not less than the specified minimum fine. The justice hearing the case is not able to lower the fine below the specified minimum fine but may impose a higher fine.

However, *The Fire and Protective Services Bylaw, 2001* currently does not set mandatory minimum fines for failure to comply with an Order to Remedy Contravention. This results in the justice hearing the case having the discretion to impose an insignificant fine where a person is found guilty of failing to comply with an order under the bylaw, despite the fact that person had an opportunity to appeal all or portions of the order and was given time to comply with the bylaw.

We recommend that mandatory minimum penalties be set for the offence of failing to comply with an order of a municipal inspector. Since the order process allows an appeal, and provides time to comply with the bylaw (which may be extended by the appeal body), we recommend that these mandatory minimum fines be significant: \$500 for a first offence, \$750 for a second offence and not less than \$1,000 for a third and subsequent offence.

The Property Maintenance & Nuisance Abatement Bylaw, 2003

Notice of Violation Offences

The Property Maintenance & Nuisance Abatement Bylaw, 2003 does not include provisions creating Notice of Violation offences. Saskatoon Fire & Protective Services indicates that there are a number of individuals and corporations who have been issued numerous Orders to Remedy Contravention of the bylaw on the same property for contraventions which create a nuisance to neighbouring properties. Repeat offenders will allow the property to become unsightly and

untidy with tall grass and weeds, junked vehicles, and/or an accumulation of garbage, only remedying these contraventions of the bylaw after an order has been issued and the right of appeal has been exhausted.

Saskatoon Fire & Protective Services is of the opinion that the ability to issue a Notice of Violation ticket for untidy and unsightly property, overgrown grass and weeds and junked vehicles may reduce the number of repeat offences and encourage continued compliance with the bylaw. In addition, the bylaw contains a provision prohibiting open excavations, basements, drains, swimming pools, etc. dangerous to the public safety or health. Notice of Violation provisions would allow a penalty to be imposed to get the attention of the property owner or occupant while requiring immediate rectification of the health or safety issue.

Therefore, we recommend that Notice of Violation tickets be authorized under *The Property Maintenance & Nuisance Abatement Bylaw, 2003* for the following offences:

- (1) long grass and weeds;
- (2) accumulation of junk and garbage;
- (3) untidy and unsightly premises; and
- (4) open excavations.

Further, we recommend that Notice of Violation penalties under *The Property Maintenance & Nuisance Abatement Bylaw, 2003* be set at \$250 for a first offence, to be reduced to \$200 if paid within 14 days; \$500 for a second offence; and \$750 for a third or subsequent offence.

Mandatory Minimum Fines

Currently, *The Property Maintenance & Nuisance Abatement Bylaw, 2003* does not provide for mandatory minimum fines.

We recommend that mandatory minimum fines be established for Notice of Violation offences at the same level as the specified fines under the bylaw. We also recommend that mandatory minimum penalties be set for the offence of failing to comply with an order of a municipal inspector. Since the order process allows an appeal, and provides time to comply with the bylaw (which may be extended by the appeal body), we recommend that these mandatory minimum fines be significant: \$500 for a first offence, \$750 for a second offence and not less than \$1,000 for a third and subsequent offence.

Securing of Unoccupied Buildings

Saskatoon Fire & Protective Services has indicated that failure to secure unoccupied buildings while not currently prohibited by *The Property Maintenance & Nuisance Abatement Bylaw, 2003*, has become a recurring problem within the City.

Inspectors secure these buildings against entry by boarding them up, but often the owner fails to ensure that they remain secure. This results in Saskatoon Fire & Protective Services being required to re-attend and board up the building again.

We recommend that *The Property Maintenance & Nuisance Abatement Bylaw, 2003* be amended to add a prohibition against failure to secure an unoccupied building. Further, we recommend that Council authorize enforcement through Notices of Violation with penalties to be set at \$250 for a first offence, to be reduced to \$200 if paid within 14 days; \$500 for a second offence; and \$750 for a third or subsequent offence.

This report has been reviewed and agreed to by the Fire & Protective Services Department.

PUBLIC NOTICE

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

Respectfully submitted,

Theresa Dust, City Solicitor

His Worship the Mayor and City Council
The City of Saskatoon

REPORT

of the

PLANNING AND OPERATIONS COMMITTEE

Composition of Committee

Councillor P. Lorje, Chair
Councillor C. Clark
Councillor R. Donauer
Councillor B. Dubois
Councillor M. Loewen

**1. Heritage Reserve Fund Request
1328 Avenue K South (Bowerman House)
Designated Municipal Heritage Residence
(File No. CK. 710-10)**

RECOMMENDATION: that funding of roof repairs to the Bowerman House, in the amount of \$23,000, be approved with the source of funding being the Heritage Reserve Fund.

Attached is a report of the General Manager, Community Services Department dated October 17, 2011 regarding a request for funding for roof repairs to the Bowerman House at 1328 Avenue K South, from the Heritage Reserve Fund.

Your Committee has been advised that the Municipal Heritage Advisory Committee has reviewed this report with the Administration and supports this request for funding from the Heritage Reserve Fund.

Following review of this matter, your Committee also supports the above recommendation.

**2. Application for Funding under Heritage Conservation Program
202 Avenue E South – Designated Municipal Heritage Residence
(File No. CK. 710-52)**

- RECOMMENDATION:**
- 1) that the owners of 202 Avenue E South receive a tax abatement through the Heritage Conservation Program to a maximum of \$1,654.32, commencing in the year following the satisfactory completion of the Rehabilitation Project, with the source of the funding for the abatement being the Heritage Reserve Fund, with the satisfactory completion determined by the Manager, Planning and Development Branch, Community Services Department; and
 - 2) that the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Attached is a report of the General Manager, Community Services Department dated October 17, 2011 regarding a proposal for approval of a tax abatement through the Heritage Conservation Program for satisfactory completion of the Rehabilitation Project at the designated residence located at 202 Avenue E South.

Your Committee has been advised that the Municipal Heritage Advisory Committee has reviewed this report with the Administration and supports the proposed tax abatement, as outlined in the above report.

Following review of this matter, your Committee is also supporting the above recommendations of the Community Services Department.

**3. Central Avenue Streetscape Improvement Plan
(Files CK. 4125-15, PL. 4125-11 and UD. 217-71)**

- RECOMMENDATION:**
- 1) that the streetscape improvement design for Central Avenue be approved;
 - 2) that the report of the General Manager, Community Services Department dated October 17, 2011 be referred to City Council for review during its 2012 budget review process; and
 - 3) that the Administration provide a report on the priorities identified under the Urban Design - City-Wide Program, with funding from the City-Wide Streetscape Reserve, and the urban design priorities identified in the Business Improvement Districts, with funding from the Business Improvement Districts Streetscape Reserve.

Attached is a report of the General Manager, Community Services Department dated October 17, 2011, with respect to consideration of the streetscape improvement design for Central Avenue.

Your Committee has reviewed the above report with the Administration. Your Committee also received a presentation from Mr. Randy Pshebylo, Executive Director, Riversdale BID, in support of the plan but asking for clarification with respect to timing of further improvements along 20th Street, from Avenue E to H, in relation to other streetscape or urban design projects.

Following review of this matter, your Committee is supporting approval of the streetscape improvement design for Central Avenue and referral of the report for review by City Council during the 2012 budget review process.

Your Committee is also recommending that the Administration report further with respect to the priorities identified under the City-Wide Urban Design Program and the urban design initiatives identified for funding from the Business Improvement Districts Streetscape Reserve.

**4. Planning and Development Branch –
Cost Recovery for Development and Sign Applications
(Files CK. 4350-1, x 1720-1, PL. 1704-2 and CK. 1720-1)**

- RECOMMENDATION:**
- 1) that the proposed 80 percent cost recovery objective for development applications and the proposed 100 percent cost recovery objective for sign applications be confirmed;
 - 2) that the Administration bring forward the proposed fee changes, as outlined in the October 31, 2011 report of the General Manager, Community Services Department, through reports, bylaws, and advertising, as necessary, to implement the cost recovery objectives; and
 - 3) that the development and sign industry be appropriately updated on the proposed fee changes and policy amendments, and advised as to when they will be considered by City Council.

Attached is a report of the General Manager, Community Services Department dated October 31, 2011, with respect to proposed cost recovery objectives for development and sign applications.

Your Committee has reviewed the matter with the Administration and supports the above recommendations.

**5. Public Space, Activity and Urban Form Strategic Framework:
City Centre Plan Phase 1
(Files CK. 4130-1, CS. 4110-1 and UD. 217-87)**

RECOMMENDATION: that the information be received.

Attached is a report of the General Manager, Community Services Department dated November 1, 2011, providing an update on the above.

Your Committee has received a PowerPoint presentation providing highlights of the Public Space, Activity and Urban Form Strategic Framework: City Centre Plan Phase 1 and is forwarding the report to City Council for information. A PowerPoint presentation will also be provided at this meeting.

Report No. 17-2011
Planning and Operations Committee
Monday, November 21, 2011
Page 5

Copies of the Public Spaces, Activity and Urban Form Strategic Framework: City Centre Plan Phase 1 document have already been provided to City Council members. A copy is available on the City's website www.saskatoon.ca under the City Clerk's Office, "Reports and Publications". A copy is also available in the City Clerk's Office for review.

6. City Centre Plan Project Timing and Priorities
(Files CK. 4130-1, CY. 217-87, CS. 600-1 and CS. 4110-1)

RECOMMENDATION: that the timing for Phase 3 – Civic Plaza Precinct Master Plan and Phase 4 - New Plan for City Centre be reversed, allowing the New Plan for City Centre to commence immediately.

Attached is a report of the General Manager, Community Services Department dated September 28, 2011, with respect to a proposal to reverse the timing for Phase 3 – Civic Plaza Precinct Master Plan and Phase 4 – New Plan for City Centre, allowing the New Plan for City Centre to proceed immediately.

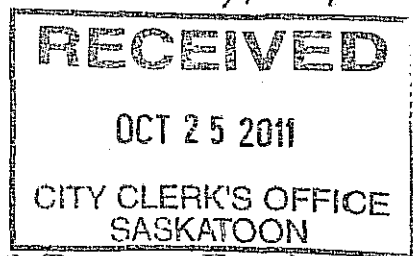
Your Committee has reviewed the matter with the Administration and supports proceeding with the New Plan for City Centre as Phase 3 and the Civic Plaza Precinct Master Plan as Phase 4.

Respectfully submitted,

Councillor P. Lorje, Chair

710-10

1.



TO: Secretary, Municipal Heritage Advisory Committee
FROM: General Manager, Community Services Department
DATE: October 17, 2011
SUBJECT: Heritage Reserve Fund Request - 1328 Avenue K South (Bowerman House)
FILE NO: PL 907

RECOMMENDATION: that a report be submitted to the Planning and Operations Committee recommending that City Council authorize the funding of roof repairs to the Bowerman House in the amount of \$23,000, with the source of funding being the Heritage Reserve Fund.

BACKGROUND

The Bowerman House, located at 1328 Avenue K South, was designated as a Municipal Heritage Property in 1986. This property is located on the former Sanatorium Site in Holiday Park. The house was built in 1908 by Alan Bowerman, who was a member of the first Town Council and is credited with building the Canada Building. After 1925, the house was occupied by Dr. Boughton who was the Superintendent of the Sanatorium for many years.

The City of Saskatoon (City) purchased the property from the Province of Saskatchewan in 2004. The property is used as a residential dwelling and is rented out to tenants. The Meewasin Valley Authority (MVA) manages the property in partnership with the City.

The issue of the roof replacement was discussed by the Municipal Heritage Advisory Committee (MHAC) at their meeting on September 14, 2011. At that time, the Administration had indicated that there would not be significant financial implications; however, replacement costs are now estimated to be much higher than previously anticipated. The roof has been patched to address the immediate need.

REPORT

The current cedar shingle roof of the Bowerman House is in need of replacement. The replacement material chosen for the roof is metal, which is the material used when the house was built; therefore, a metal roof is consistent in character to the original roof.

The MVA manages and maintains the property. The rent charged to the tenant as of January 1, 2012, will be \$1,290, which covers both the rent and the utilities. A portion of the rent is put into a reserve fund for maintenance and repairs. However, the building is very energy inefficient; therefore, very costly to heat during the winter months. As a result approximately 50 percent of the rent collected from the tenants is put towards utility payments, and 50 percent is put in a maintenance reserve by the MVA. The total cost to replace the roof is estimated to be \$33,000. There is \$10,000 available from the MVA maintenance reserve and an additional \$23,000 is required. The Administration is recommending \$23,000 be allocated for roof repair from the Heritage Reserve Fund.

The Administration recognizes that a larger reserve is required to maintain and repair this building. The Facilities Branch, Infrastructure Services Department is being requested to:

- perform a building assessment in order to determine an appropriate amount for an annual maintenance reserve; and
- investigate what measures are required to increase the energy inefficiency of the building.

OPTIONS

There are no immediate options, as this repair is required to maintain the structural integrity of the building.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The funding source for this project is the Heritage Reserve Fund. If this repair is approved, the estimated balance of the Heritage Reserve Fund is \$184,500 as of December 31, 2011.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PUBLIC NOTICE

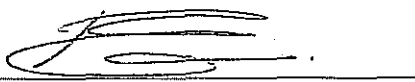
Public Notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

ATTACHMENT

1. Current Photograph and Site Map

Written by: Paula Kotasek, MCIP, Heritage and Design Coordinator

Reviewed by:


Randy Grauer, Manager
Planning and Development Branch

TO: Secretary, Municipal Heritage Advisory Committee
FROM: General Manager, Community Services Department
DATE: October 17, 2011
SUBJECT: Heritage Reserve Fund Request - 1328 Avenue K South (Bowerman House)
FILE NO: CK. 710-10 and PL. 907

RECOMMENDATION: that a report be submitted to the Planning and Operations Committee recommending that City Council authorize the funding of roof repairs to the Bowerman House in the amount of \$23,000, with the source of funding being the Heritage Reserve Fund.

BACKGROUND

The Bowerman House, located at 1328 Avenue K South, was designated as a Municipal Heritage Property in 1986. This property is located on the former Sanatorium Site in Holiday Park. The house was built in 1908 by Alan Bowerman, who was a member of the first Town Council and is credited with building the Canada Building. After 1925, the house was occupied by Dr. Boughton who was the Superintendent of the Sanatorium for many years.

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The issue of the roof replacement was discussed by the Municipal Heritage Advisory Committee (MHAC) at their meeting on September 14, 2011. At that time, the Administration had indicated that there would not be significant financial implications; however, replacement costs are now estimated to be much higher than previously anticipated. The roof has been patched to address the immediate need.

REPORT

The current cedar shingle roof of the Bowerman House is in need of replacement. The replacement material chosen for the roof is metal, which is the material used when the house was built; therefore, a metal roof is consistent in character to the original roof.

The MVA manages and maintains the property. The rent charged to the tenant as of January 1, 2012, will be \$1,290, which covers both the rent and the utilities. A portion of the rent is put into a reserve fund for maintenance and repairs. However, the building is very energy inefficient; therefore, very costly to heat during the winter months. As a result approximately 50 percent of the rent collected from the tenants is put towards utility payments, and 50 percent is put in a maintenance reserve by the MVA. The total cost to replace the roof is estimated to be \$33,000. There is \$10,000 available from the MVA maintenance reserve and an additional \$23,000 is required. The Administration is recommending \$23,000 be allocated for roof repair from the Heritage Reserve Fund.

The Administration recognizes that a larger reserve is required to maintain and repair this building. The Facilities Branch, Infrastructure Services Department is being requested to:

- perform a building assessment in order to determine an appropriate amount for an annual maintenance reserve; and
- investigate what measures are required to increase the energy inefficiency of the building.

OPTIONS

There are no immediate options, as this repair is required to maintain the structural integrity of the building.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

The funding source for this project is the Heritage Reserve Fund. If this repair is approved, the estimated balance of the Heritage Reserve Fund is \$184,500 as of December 31, 2011.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PUBLIC NOTICE

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

ATTACHMENT

1. Current Photograph and Site Map

Written by: Paula Kotasek, MCIP, Heritage and Design Coordinator

Reviewed by: “Randy Grauer”
Randy Grauer, Manager
Planning and Development Branch

Approved by: “Paul Gauthier”
Paul Gauthier, General Manager
Community Services Department
Dated: “October 21, 2011”

Approved by: “Jeff Jorgenson” for
Murray Totland, City Manager
Dated: “October 25, 2011”

ATTACHMENT 1



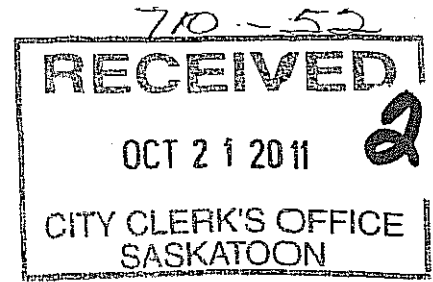
Bowerman Site



City of Saskatoon
Community Services - City Planning
Research and Information Resource Centre

NOTE: The information contained on this map is for reference only and not to be used for legal purposes. This map may not be reproduced without the expressed written permission of Community Services - Research and Information Resource Centre.
DRAWING NOT TO BE SCALED
October 2011

W:\Planning\Mapping\resources\internal\Community Development\BOWERMAN site.dwg



TO: Secretary, Municipal Heritage Advisory Committee
FROM: General Manager, Community Services Department
DATE: October 17, 2011
SUBJECT: Application for Funding Under the Heritage Conservation Program
FILE NO: PL 907

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

- 1) that the owners of 202 Avenue E South receive a tax abatement through the Heritage Conservation Program to a maximum of \$1,654.32, commencing in the year following the satisfactory completion of the Rehabilitation Project, with the source of the funding for the abatement being the Heritage Reserve Fund, with the satisfactory completion determined by the Manager, Planning and Development Branch, Community Services Department; and
- 2) that the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

BACKGROUND

During its November 28, 2005 meeting, City Council designated the residence at 202 Avenue E South as a Municipal Heritage Property. The house was designated a heritage property for the following reasons:

1. It is an excellent example of the vernacular or common house form of Saskatoon in the early 1900's.
2. There have been relatively few alterations to the property since construction.
3. It is a strong contributor to the character of the Riversdale neighbourhood.
4. It was occupied by the Landa family who, for four generations, provided a major impact on the social and business development in the community.

This property is currently receiving tax abatements. In 2006, City Council approved a tax abatement for the Landa Residence in the amount of \$4,000 for rehabilitation work to the front porch exterior windows. Also, in 2008 City Council approved a further tax abatement in the amount of \$3,106.43 for window replacement, stucco repairs and front entrance step repair.

REPORT

The property owner discovered that the roof was in need of immediate replacement and has applied for a tax abatement for work that has been completed. It was very important that this work be completed during the summer months and was deemed a repair that required immediate attention, and the property owner received approval from the Heritage and Design Coordinator, Community

Services Department, to proceed with the work. The Heritage Conservation Program requires that in order to receive tax abatements, an owner must apply prior to the work being done; however, due to the immediate nature of this repair, the owner has applied after the work has been completed. The work has been done to the satisfaction of the Heritage and Design Coordinator who has inspected the work. They are applying for financial assistance under the Heritage Conservation Program for the rehabilitation work. This designated property received tax abatements in 2006 and 2008 as previously noted.

The current rehabilitation work includes replacement and installation of the shingles at a cost of \$9,061.50. The replacement shingles, similar to the previous shingles, and maintenance and repair of the roof is integral to the conservation of this structure.

Heritage Conservation Program Incentives

The Heritage Conservation Program provides a tax abatement up to 50 percent for costs related to the restoration of key architectural elements of Municipal Heritage Properties. There will be no future abatement under this program for 25 years after the date of approval by City Council; however, within the original ten year period, the owner can make more than one application. In this instance this is the third application in the original ten year period. Also, the amount of the financial incentive cannot exceed the annual property taxes.

The property owners currently receive an annual tax abatement that equals \$917.75 for the previously approved rehabilitation work. The amount of tax abatement cannot be an amount in excess of the current year's taxes; therefore, if approved, they will receive an additional \$1,654.32 for the roof repairs, spent over six years. This amount is based on the 2011 assessed taxes for this property. The Tax Abatement Agreement requires that the property owner will undertake annual maintenance inspections of the exterior of the building.

Justification

This rehabilitation work will ensure continued usage and enjoyment of the property by its owners. Heritage property can only retain its value if its long-term usage can be assured. The support offered to this historic property through the Heritage Conservation Program will help to protect the building for the long-term and also enhance the historic value of the Riversdale neighbourhood.

OPTIONS

The project qualifies to receive funding under the Civic Heritage Conservation Program. City Council has the option of not providing funding.

POLICY IMPLICATIONS

This report complies with the Civic Heritage Policy No. C10-020, and the Heritage Conservation Program (November 2, 1996). The balance of the Heritage Reserve Fund, as of December 31, 2011, will be \$207,598.82.

FINANCIAL IMPLICATIONS

The rehabilitation work at 202 Avenue E South will not increase the property tax amount; therefore, will be funded through the Heritage Reserve Fund. The tax abatement, to a maximum of \$1,654.32 related to this application, will be processed following approval.

ENVIRONMENTAL IMPLICATIONS


There are no environmental and/or greenhouse gas implications.

PUBLIC NOTICE

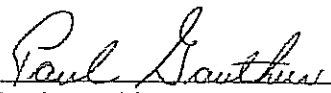
Public Notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

Written by: Paula Kotasek, MCIP Heritage and Design Coordinator

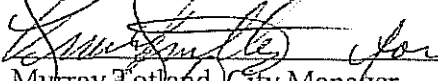
Reviewed by:


 Randy Grauer, Manager
 Planning and Development Branch

Approved by:


 Paul Gauthier, General Manager
 Community Services Department
 Dated: October 19, 2011

Approved by:


 Murray Toland, City Manager
 Dated: Oct-21/11

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: October 17, 2011
SUBJECT: Central Avenue Streetscape Improvement Plan
FILE NO: PL 4125-11 and UD 217-71

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

- 1) that City Council approve the streetscape improvement design for Central Avenue; and
- 2) that this report be referred to City Council for review during its 2012 budget review process.

EXECUTIVE SUMMARY

The Central Avenue Streetscape Improvement Plan is part of the Urban Design - City Wide Program. The project is a product of the Central Avenue Master Plan (Master Plan), which was prepared by AECOM, a local consultant, and adopted by City Council in 2009. Stemming from the Sutherland Local Area Plan, the Master Plan was to set the stage for the revitalization of the Sutherland business area. The resulting Central Avenue Streetscape Improvement Plan addresses the recommendations of the Master Plan, particularly those related to improved streetscaping, traffic flow, and pedestrian safety.

The Community Services Department, Planning and Development Branch, will be requesting approval to allocate \$1.6 million from the City-Wide Streetscape Reserve to the implementation of Phase 1 of the Central Avenue Streetscape Improvement Plan during the 2012 Capital Budget deliberations. If approved, the Urban Design team of the Planning and Development Branch will proceed with the final streetscape design, and will prepare the construction documents as part of the tender package. Public tendering will take place in early 2012, and construction will begin in the early summer of 2012. The Urban Design team estimates the project will require 12 to 15 months to complete.

BACKGROUND

The Master Plan was a cooperative project between the Sutherland Business Improvement District (BID) and the City of Saskatoon (City), and was prepared by local consultant group AECOM. During its November 24, 2009 meeting, the Planning and Operations Committee received the Master Plan report and resolved that:

“The Administration be requested to report back to the Planning and Operations Committee regarding implementation of the Central Avenue Master Plan.”

A report dated July 21, 2010, summarized the findings of the Master Plan report and outlined a strategy to implement the recommendations contained in the report (see Attachment 1). This strategy included the development and implementation of a comprehensive streetscape plan for Central Avenue. During its August 18, 2010 meeting, City Council resolved:

- “1) that the implementation strategy as contained in the report of the General Manager, Community Services Department, dated July 21, 2010, for the Master Plan be approved;
- 2) that the Administration develop funding options for the implementation items that are currently unfunded; and
- 3) that the Administration look for opportunities to include a portion of the current Canadian Pacific (CP) Railway lands on the east side of Central Avenue as a part of this revitalization plan.”

This report will address items 1) and 2), and will detail the Central Avenue Streetscape Improvement Plan developed from the Master Plan.

REPORT

Central Avenue Streetscape Improvement Plan

Section 4.0 of the Master Plan report identifies the need for a comprehensive streetscaping plan, and identifies the principles upon which the streetscape plan should be developed (see Attachment 2). These principles include:

- 1) a defined concrete walking surface and unit paver amenity strips;
- 2) street trees in tree grates within the amenity strips;
- 3) burial of overhead power lines;
- 4) corner bulbs at each intersection along Central Avenue to allow better pedestrian movement at the corners;
- 5) raised planters including both a mix of trees and shrub material, benches, and various hard surface patterns within the corner bulbs;
- 6) enhanced lighting in the form of street lights and lower level pedestrian lights;
- 7) installation of medians along Central Avenue, thereby reducing the vehicular traffic to one lane in each direction; and
- 8) creating spaces for gathering and sitting at corner bulbs.

The Urban Design team in the Community Services Department, Planning and Development Branch has developed the Central Avenue Streetscape Improvement Plan based on the principles identified in the Master Plan report. The focus of the streetscape plan is improved safety for vehicles and pedestrians, and the improved overall aesthetics of the commercial area. Some of the safety elements within the proposed streetscape design include:

- 1) a painted centre median to provide separation between passing vehicles;
- 2) corner bulbs to facilitate safer street crossing by increasing the visibility of pedestrians and reducing the width of street to be crossed; and
- 3) enhanced lighting in the form of street lights and lower level pedestrian lights.

Project Scope

The Central Avenue Streetscape Improvement Plan includes the lands between 107th Street and 115th Street, along Central Avenue, and the commercial and residential district on Gray Avenue. The design theme for the Central Avenue Streetscape Improvement Plan will highlight local history and heritage, and will incorporate interpretive features wherever possible. Urban design elements, such as information boards, tree grates, sidewalk furniture, bollards, bike racks, waste receptacles, and street banners will be incorporated into the streetscape to create interesting and functional destination points.

The Sutherland community assisted in the selection of the street furniture and trees being incorporated into the streetscape plan. During an open house held on September 21, 2011, four options of trash receptacles, benches, tree grates, and street trees were presented. Residents who attended the open house were asked to select their preferred option. The pieces selected by the community will be used in the streetscape development.

Proposed Phase 1

Due to the scope of the project, a phasing strategy will be necessary. Proposed Phase 1 of the project will include the lands on the south side of the 109th Street intersection to the north side of the 110th Street intersection along Central Avenue (see Attachment 3). Improvements on the west side of Central Avenue include street corner bulbing, sidewalk furniture, street trees, lighting, bollards, bike racks, waste receptacles, and a new sidewalk with amenity strips. Improvements on the east side of Central Avenue will include street bulbs, sidewalk furniture, lighting, and street trees.

A 2.0 metre wide asphalt multi-use path is proposed to run along the east side of Central Avenue from 108th Street to 115th Street. The multi-use path will be developed from 109th Street to 111th Street in Phase 1. Adjacent to the path is a proposed 1.2 metre high screen fence that would provide a visual separation from the CP Railway property.

Also part of the proposed Phase 1 construction is roadway re-surfacing and some underground infrastructure improvements by the Infrastructure Services Department. Roadway re-surfacing will occur from 107th Street to 111th Street, and upgrades to the water lines will occur between 109th Street and 110th Street.

If funding is approved, Phase 1 of the Central Avenue Streetscape Improvement Plan will be tendered in early 2012, and construction will begin during the summer of 2012. It is anticipated that construction of Phase 1 will take approximately 12 to 15 months to complete. Construction will occur during 2012, and the final stage will involve the plantings in the spring of 2013.

A Crime Prevention Through Environmental Design (CPTED) review occurred on September 1, 2011. The CPTED review identified no safety concerns with the design.

Proposed Phase 2

The proposed Phase 2 will continue the improvements north along the east and west side of Central Avenue through to the north side of the 113th Street intersection. The Phase 2 design concepts will be consistent with Phase 1, and improvements will include a new sidewalk with corner bulbs and amenity strip, new sidewalk furniture, street trees, bollards, bike racks, waste receptacles, and new pedestrian lights. Phase 2 will have its own unique interpretive theme, but will continue to highlight the pioneering legacy and history of the area. It is anticipated that a raised centre median will be installed during Phase 2, provided appropriate funding is available.

There is currently no funding source identified for work beyond Phase 1. The timing for Phase 2 and beyond is dependent upon a funding source being secured. If funding is secured, the Community Services Department recommends that Phase 2 design begin in early 2013, with construction beginning in 2014 at the earliest.

OPTIONS

The option exists to not proceed with the streetscape plan. Based on the findings of the Central Avenue Master Plan, the Community Services Department does not recommend this option.

POLICY IMPLICATIONS

There are no policy implications.

FINACIAL IMPLICATIONS

During its January 28, 2008 meeting, City Council established the Urban Design - City Wide Program for a five year term. The approved capital and operating funding for this program is from an annual allocation of \$750,000 from Land Bank Sales Administration Fees. In 2012, the City-Wide Streetscape Reserve will have accumulated \$1.6 million dollars. Your Administration is requesting \$1.6 million in the 2012 Capital Budget for construction of the Central Avenue Streetscape Plan as outlined in this report. This project will be fully funded through the City-Wide Streetscape Reserve. When the project is tendered, contingency will be withheld to ensure the work is within budget.

In partnership with other civic departments, the Phase 1 project scope also involves roadway resurfacing between 107th and 110th Street and some water and sewer upgrade. As part of the 2012 Capital Budget, the resurfacing improvements will be funded from the Infrastructure Reserve – Surface budget, and included in Capital Project No. 836 (IS - Arterial Road Preservation). Underground water and sewer upgrades will be funded from Capital Project No. 1615 (IS – Water Distribution) and Capital Project No. 1616 (IS – Waste Water Collection). These improvements are not included in the \$1.6 million urban design budget.

The Master Plan recognized the aesthetic importance of the power line burial. However, this work is not envisioned at this time due to the costs associated with this work. Saskatoon Light and Power, and the Planning and Development Branch, Urban Design team will examine the feasibility of burying a conduit while the sidewalks and road are being replaced. This will aid in the burial of the power lines in the future should a funding source be located.

A further report summarizing the Urban Design – City Wide Program will be forwarded to City Council in 2012. This report will evaluate the program during the five year term and contain recommendations concerning the future of the program, including funding options.

COMMUNICATION PLAN

The Planning and Development Branch, Urban Design team have worked closely with other project partners, including Sutherland BID, throughout this project. The Urban Design team met with the Sutherland BID to discuss the project and details on 12 occasions in 2011, and have had continual communications by phone and emails. The Urban Design team presented the proposed Central Avenue Streetscape Improvement Plan to the Sutherland BID management team on July 5, 2011.

A public open house was held on September 21, 2011, where approximately 80 people attended. Flyers regarding the open house were distributed to Central Avenue businesses and the entire Sutherland neighbourhood. The Sutherland/Forest Grove Community Association were also informed of the open house. In addition, information about the open house was placed on the City's website.

Notification of the City Council meeting to consider this report will be sent to the Sutherland BID, Sutherland/Forest Grove Community Association, and area residents who attended the public open house.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PUBLIC NOTICE


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

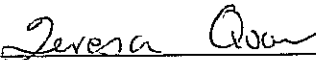
ATTACHMENTS

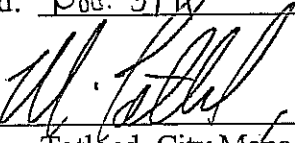
1. Planning and Operations Report: Central Avenue Master Plan – Implementation, dated July 21, 2010.
2. Copy of Streetscape Plan summary from Central Avenue Master Plan.
3. Plan of Proposed design at intersections of 109th and 110th Streets on Central Avenue.

Written by: Paul Whitenect, Senior Planner,
Planning and Development Branch; and

Henry Lau, Senior Planner,
Planning and Development Branch, Urban Design Team

Reviewed by: 
Randy Grauer, Manager
Planning and Development Branch
Dated: _____

Approved by: 
c/v Paul Gauthier, General Manager
Community Services Department
Dated: Nov. 31/11

Approved by: 
Murray Totland, City Manager
Dated: Nov 4/11

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: July 21, 2010
SUBJECT: Central Avenue Master Plan - Implementation
FILE NO.: PL 4125-11 and LA 217-57

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

- 1) that the implementation strategy as contained in this report for the Central Avenue Master Plan be approved;
- 2) that the Administration develop funding options for the implementation items that are currently unfunded; and
- 3) that the Administration look for opportunities to include a portion of the current Canadian Pacific Railway lands on the east side of Central Avenue as a part of this revitalization plan.

EXECUTIVE SUMMARY

The Central Avenue Master Plan (CAMP) was developed in partnership with the Sutherland Business Improvement District (BID) as part of a larger objective to revitalize the Sutherland Business Area. The recommendations contained in the CAMP pertain to land use and development, transportation, and streetscape enhancement.

This report identifies the proposed land use recommendations which will be implemented by the City of Saskatoon (City). The Traffic and Parking Management Plan, identified in the plan, identifies a number of improvements. The detailed design of transportation improvements and roadway work will be implemented in conjunction with the Streetscape Master Plan.

Design of the Central Avenue streetscape will be done in two stages. In Stage 1, an Urban Quality and Economic Analysis will collect baseline data relating to the current public space environment, and an analysis of socio-economic and demographic conditions will form an economic snapshot of Central Avenue. The capturing of this data will allow the City and the Sutherland BID to measure the impact of initiatives and improvements over an extended period of time. Stage 1 will commence following approval of this report. The second stage relates to the detailed public space and streetscape design, budget, and implementation plan as identified in the CAMP, and further issues that may be identified in Stage 1. Funding for the Urban Quality and Economic Analysis and streetscape design is currently provided through the Community Services Department Capital Budget. Partial funds have been identified and budgeted in the 2012 Capital Plan for streetscape construction; however, a significant portion of the project remains unfunded.

BACKGROUND

The CAMP was prepared by AECOM Canada Ltd., a local consultant, to develop a plan that will lead to the revitalization of the Sutherland Business Area. The report contains recommendations related to land use and future development, improved traffic flow, streetscaping, and the maximization of pedestrian safety. The Executive Summary is included as Attachment 1.

The CAMP was submitted to City Council by the Sutherland BID and referred to the Planning and Operations Committee. During its November 24, 2009 meeting, the Planning and Operations Committee resolved that:

“The Administration be requested to report back to the Planning and Operations Committee regarding implementation of the Central Avenue Master Plan.”

This report identifies the recommended strategy to implement the CAMP.

REPORT

The CAMP identifies several initiatives for revitalizing Central Avenue. Two of these address outstanding recommendations from the Sutherland Local Area Plan (LAP). These are:

3.2 Increase Pedestrian Safety and Aesthetics of Central Avenue – That Traffic Management, Community Association, and the Sutherland BID meet to identify the appropriate role of Central Avenue in order to increase safety and aesthetics of the roadway; and

4.1 Resolve Issues Related to Commercial Development – This will include parking and traffic issues, pedestrian circulation, land use, and noise issues.

The Planning and Development Branch, Urban Design Section, and Transportation Branch have considered the recommendations contained in the CAMP and have identified the following strategy for implementation. Attachment 2 summarizes the recommendations, timing, goals, responsible departments, and possible funding sources.

Land Use and Development

The Planning and Development Branch is responsible for implementation of the following recommendations relating to land use and development. Each implementation item includes a time frame for commencement (see Attachment 2 for a complete list of recommendations):

1. Short to Medium Term (12 to 24 months)
 - a. Amend B5A Sutherland Commercial Overlay District to restrict any future billboards from being situated on the area zoned B5A. Currently, billboards are permitted in the B5A District but not in the B3 District. It is

proposed to amend the B5A District to prohibit billboards. The CAMP states that “there are excessive billboards along Central Avenue”. This will preclude any further billboards along Central Avenue. The existing billboards will be legal non-conforming and, therefore, permitted to remain in their current locations.

- b. Rezone lands on the east side of Central Avenue, between 109th Street and the railway track crossing, from B3 – Medium Density Arterial Commercial District to B5A – Sutherland Commercial Overlay District. This is being recommended to ensure that both sides of the street develop with consistent standards. The B5A District was applied to the Sutherland Commercial Overlay District to implement the building height and off-street parking policies of the Sutherland LAP as they apply to the commercial land on the west side of Central Avenue on the 700 to 1200 blocks. All of the permitted and discretionary uses, development standards, and all other requirements of the B5 District will apply with the exception of a maximum height of 15 metres and parking provision for specific uses.

2. Medium to Long Term (24 months plus)

- a. Consider any potential opportunities to develop a green corridor to link Sutherland Park and the northerly portion of Sutherland neighbourhood to the commercial corridor (The City is to undertake this in conjunction with Sutherland community). This recommendation will be referred to the Community Development and Leisure Services Branches for comment.
- b. Promote neighbourhood functionality through civic maintenance, encouraging private property maintenance, seeking active involvement of bar and restaurant owners in minimizing the negative behaviour of patrons, and undertaking active enforcement measures to address issues such as parking turnover rates, speeding, and public safety. (The City is to undertake this task in conjunction with the Sutherland BID and Sutherland community.)

Transportation

The Transportation Branch, Infrastructure Services Department, is responsible for implementing the Traffic and Parking Management Plan identified in the CAMP. The Transportation Branch will be involved in the detailed design of the transportation improvements, while the roadway work would be implemented in conjunction with the Streetscape Master Plan.

The CAMP report identifies a Traffic and Parking Management Plan. This plan was developed based on the consultant’s review of existing and forecasted operations for vehicular traffic, trucks, transit, pedestrians and cyclists, safety and parking. This plan includes a four-lane cross

section consisting of on-street parallel parking on both sides of Central Avenue, one travel lane in each direction, left turn bays, and centre medians. Central Avenue will remain an arterial roadway, and the plan will emphasize improvement to the vitality of businesses along both sides of Central Avenue by addressing the needs of pedestrians with sidewalks on both sides of Central Avenue.

In addition to the recommended Traffic and Parking Management Plan, subsequent feedback from the Sutherland BID has identified a need for an active pedestrian crossing of Central Avenue at 110th Street. Although this was not identified in the Traffic and Parking Management Plan, it may be warranted if a plaza is developed at the terminus of 110th Street at Central Avenue, as recommended in the CAMP.

Also, the CAMP recommended alternative north/south links within Sutherland Industrial Park to access Central Avenue south of 105th Street, or McKercher Drive be examined as an alternate truck route. This item is currently being addressed with the 107th Street extension to the intersection of Jessop Avenue and 105th Street. In addition, it was recommended that unsignalized intersections be monitored, and that parking enforcement along Central Avenue be increased. These recommendations are acceptable to the Transportation Branch.

Streetscape Enhancement

The Urban Design Section, Land Branch, Community Services Department, is responsible for implementing the streetscape plan as outlined in the CAMP.

Successful revitalization of the Central Avenue commercial corridor is dependent upon the improvement of the roadway and the public spaces used by pedestrians and cyclists. Current problems identified include:

- Speed, volume, and type of traffic movement considered to be unsafe;
- Visual clutter including overhead lines, billboards, and temporary signs;
- Inconsistent and poorly maintained sidewalks;
- No consistent style of street light types and street furniture, if any; and
- No protection from the road edge, no street trees nor amenities, etc.

The master plan recommends streetscape improvements for Central Avenue from 107th Street to 115th Street, along and on the south side of Gray Avenue from Grant Street to Central Avenue. The Administration is recommending that Central Avenue be a priority over Gray Avenue.

Design of the Central Avenue streetscape by the Urban Design team will occur in two stages. The first stage is to gather baseline data relating to the current public space environment through an urban quality analysis exercise. In addition to this, the Urban Design team will lead the creation of an economic snapshot derived from a socio-economic and demographic analysis of Central Avenue as a retail main street. In capturing baseline data founded on urban quality and economic conditions, the City and the Sutherland BID will be able to measure the impact of the

initiatives and improvements in the area over an extended period of time. Stage 1 can commence immediately following approval of this report.

Once the data is obtained, Stage 2 entails a detailed public space and streetscape design, budget, and implementation plan to address the needs outlined in the master plan, and further issues identified through the baseline analysis. By capturing the metrics of the area, the Urban Design team will be better able to tailor the public space design to suit the local conditions. Streetscape improvements detailed in this design will include street trees, street furniture, unit paving, and other plant material. Work relating to the roadway, including the centre median and asphalt, are included.

Underground utilities including water, hydrants, sewer, storm, manholes, and catch basins are identified in the CAMP cost analysis. This work would need to occur concurrently with the streetscape and transportation upgrades to the roadway. Further research into the conditions assessment will be carried out in order to confirm the scope of water and sewer work. This will take place when the streetscape plan is under development.

In regard to the Canadian Pacific Railway (CPR) lands on the east side of Central Avenue, the CAMP recommended the following:

- Explore potential opportunity to develop a plaza area that would serve as a focal point for Central Avenue in conjunction with any development that may occur on the CPR lands fronting Central Avenue. This site is currently owned by the CPR and is an unsightly area that is sometimes used for parking. If this area is developed as commercial property, a plaza is proposed to be located on this site.

Best practice in Urban Planning and Design has illustrated that Main Street development consistent with the scale and scope of Central Avenue is most successful if it is fully operational on both sides of the street. Symmetrical build-up aids in the vitality of the neighbourhood as it increases the occurrence of shops, services, offices, or residential opportunities, and therefore, offers more options and opportunities for the business area on both sides of the street. Central Avenue is in need of revitalization, and development consistent with the existing Main Street character of Central Avenue would aid in achieving this goal. The CAMP does not recommend that the City purchase the site from the CPR, but only that the future possibility of a plaza and development of the east side of the roadway be included in the overall plan. Therefore, the Administration proposes that further work be carried out to establish the possibilities for development on Central Avenue's east side.

The Land Branch will engage in further discussions with the CPR to better understand whether the railway is interested in releasing land for sale adjacent to Central Avenue. This is necessary to increase parcel depth, which is critical to achieve a building mass along the lot frontage consistent with the west side of Central Avenue. This issue will be reported in a future, separate report as required.

Sutherland BID

Some of the recommendations outlined in the master plan are identified as the responsibility of the Sutherland BID and, therefore, not part of the Administration's implementation plan. These include:

- Encouraging mixed-use development to add residential units to existing commercial properties;
- Promotion and awareness of funding opportunities for upgrades and redevelopment;
- Encouraging development of property owner dust reduction strategies; and
- Creation of a branding/marketing study.

OPTIONS

1. Authorize the Administration to implement the recommendations from the CAMP as outlined in this report (recommended).
2. Direct the Administration to implement some of the recommendations from the CAMP. The Administration would require direction from City Council as to which recommendations should be implemented.
3. Do not implement any of the recommendations contained in the CAMP.

FINANCIAL IMPACT

Attachment 2 summarizes all of the recommendations from the CAMP and identifies those that have a funding source within an existing program (primarily those items from the Land Use section and are not detailed in this section).

The majority of the transportation-related items relate to the major streetscape project, which have been broken down into two design stages prior to construction. Funding for the streetscape design stages is proposed as follows:

Table 1

Stage 1	Urban Quality and Economic Analysis	Amount
	Streetscape Reserve – Citywide, 2010	\$85,000
	Local Area Plan Implementation, 2010	\$10,000
Stage 2	Streetscape Design	Amount
	Streetscape Reserve – Citywide, 2009	\$50,000

Funding for Stages 1 and 2 have been identified and are in place through the 2009 and 2010 Community Services Capital budget.

The implementation of the streetscape and transportation-related items for the CAMP is an ambitious construction project that has been broken down into the following phases in the plan.

Estimates from the master plan have been updated by the Administration to anticipate costs in 2012. Gray Avenue has been excluded from this table.

Table 2

Streetscape Implementation	Streetscape Estimate - 2012	Underground Utilities Estimate - 2012	Total Estimate - 2012
1. 107 th Street to 109 th Street	\$2,605,000	\$ 506,000	\$ 3,111,000
2. 109 th Street to 111 th Street	\$2,370,000	\$ 507,000	\$ 2,877,000
3. 111 th Street to CPR Tracks	\$2,286,000	\$ 515,000	\$ 2,800,000
4. CPR Tracks to 115 th Street	\$2,589,000	\$ 515,000	\$ 3,104,000
TOTAL	\$9,850,000	\$2,043,000	\$11,893,000

The 2012 city-wide Streetscape Reserve capital budget has identified \$1,255,000 for the Central Avenue streetscape. As shown in Table 2 above, the city-wide Streetscape Reserve will cover only a portion of the funds needed to complete the area defined in the CAMP.

The city-wide Streetscape Reserve was established in 2008 to enable Urban Design programs and initiatives to be implemented outside of the mandated area, which prior to 2008 was defined by the Core BID boundaries. Currently, the reserve collects \$750,000 from the Land Operating Reserve annually, from that approximately \$330,000 is available for capital projects in 2010. The purpose of this reserve is to fund small-scale capital projects and to be used as seed money to attract funding partners in order to complete bigger projects.

Within the implementation scenario outlined above, funds would be available in 2012 for approximately 50 percent of a single implementation phase. The balance of required funding for a single phase would not be available until 2015, based on an analysis of the city-wide Streetscape Reserve sufficiency. This also depends on other needs and priorities in the Urban Design City-Wide Program. Construction costs are also likely to increase over time.

Clearly, this analysis indicates that additional funding sources or partners are needed in addition to the city-wide Streetscape Reserve to complete the Central Avenue streetscape project.

Partial funds have been identified and budgeted in the 2012 Capital Plan for implementation of the streetscape construction, but a significant portion of the project remains unfunded. Even with the phased implementation proposed in the master plan, funds in addition to the city-wide Streetscape Reserve need to be sourced. The Administration recommends that further options for funding be explored in order to ensure that implementation can be carried out in a timely and sustainable manner.

STAKEHOLDER INVOLVEMENT

The Steering Committee for the CAMP consisted of representatives from the Sutherland BID and from the Civic Administration. There was a public Open House at the beginning of the

process to get participants' comments in 2007, and an Open House at the end of the process in June 2009 to present the plan to the Sutherland community.

PUBLIC COMMUNICATION PLAN

There are two proposed zoning amendments identified in the CAMP: a text amendment to the B5A District to restrict any future billboards from being located in the B5A District, and an amendment to the zoning map from B3 District to B5A District. Public consultation regarding these amendments will be in accordance with the usual procedure for amendments of this nature.

Stakeholder and community involvement will occur again during Stage 1, in the Urban Quality and Economic Analysis data collection, through public intercept work. Following that, community input will be gathered through stakeholder consultation and an Open House for the streetscape plan.

In addition, the CAMP identifies a number of land use and development recommendations that have been assigned to the Sutherland BID. It is recommended that the Sutherland BID undertake communication of these items to businesses along Central Avenue.

Public service announcements for the urban quality study will be issued to alert the public to the on-the-ground data collection process. Communication relating to the public Open House for the streetscape plan will occur following the design development phase of this work.

The Planning and Development Branch and Urban Design Section will meet with the Sutherland Community Association and the Sutherland BID Board to present the adopted implementation strategy.

SAFETY [Crime Prevention Through Environmental Design (CPTED)]

The Neighbourhood Safety Planner was a member of the Steering Committee for the CAMP. The streetscape plan will be reviewed by the CPTED Review Committee prior to implementation.

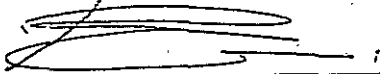
PUBLIC NOTICE


Public Notice, pursuant to Section 3 of the City of Saskatoon Policy C01-021 (Public Notice Policy), is not required.

ATTACHMENTS

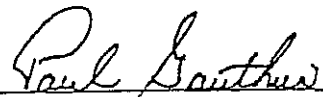
1. Executive Summary, Central Avenue Master Plan
2. Central Avenue Master Plan Implementation

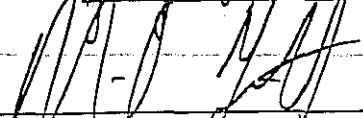
Written by: Paula Kotasek, MCIP, Senior Planner I
Jeanna South, SAA, Urban Design Manager

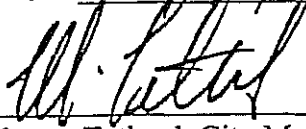
Reviewed by: 
Randy Grauer, MCIP, Manager
Planning and Development Branch

Reviewed by: 
Rick Howse, MCIP, Manager
Land Branch

Reviewed by: 
Angela Gardiner, Manager
Transportation Branch

Approved by: 
Paul Gauthier, General Manager
Community Services Department
Dated: July 28, 2019

Approved by: 
Mike Gutek, General Manager
Infrastructure Services
Dated: July 30, 2010

Approved by: 
Murray Totland, City Manager
Dated: Aug 5/10

Executive Summary

The Sutherland neighbourhood in the city of Saskatoon is a community with a unique and interesting history, dating back to its beginning in the early 1900's as a railway town.

The purpose of this study is to develop a Master Plan that will lead to the revitalization of the Sutherland business area. In addition this study seeks to address outstanding recommendations identified by the Local Area Plan, and of neighbourhood safety audits, for the Sutherland neighbourhood. Structured as a joint initiative between the Sutherland Business Improvement District and the City of Saskatoon, AECOM has worked with a Steering Committee comprised of representatives of these two agencies, to develop a Master Plan to address these needs.

This Master Plan process has resulted in the development of recommendations related to land use and future development, improved traffic flow, streetscaping and maximization of pedestrian safety. It is anticipated that implementation of recommendations of the Master Plan will result in a revitalized commercial area that provides a welcoming and friendly shopping and service oriented environment for both the local community and the broader area.

Land Use and Development

The Sutherland business area is an area undergoing the process of revitalization. The following recommendations related to planning and future development will assist in realizing a more vibrant commercial area.

- Rezone lands on east side of Central Ave., between 109th Street and the railway track crossing, from B3 to B5A, to provide more opportunity for commercial development of this area. (City of Saskatoon).
- Amend B5A zoning provisions to restrict any future billboards from being situated in that zoning district (City of Saskatoon).
- Encourage commercial property owners to consider opportunity to develop residential units in conjunction with commercial uses on a site. (BID)
- Promote awareness and uptake of funding opportunities offered to property owners through the Enterprise zone (BID) to encourage façade improvements, as well as the redevelopment and development of commercial properties in Sutherland. (BID)
- Consider any potential opportunities to develop a green corridor to link Sutherland Park and the northerly portion of Sutherland neighbourhood to the commercial corridor. (City of Saskatoon in conjunction with Sutherland community).
- Explore potential opportunity to develop a plaza area that would serve a focal point for Central Avenue, in conjunction with any development that may occur on the CPR lands fronting Central Avenue.
- Encourage individual property owners to consider how they might reduce the dust generated from their properties (BID).
- Promote neighbourhood functionality through civic maintenance, encouraging private property maintenance, seeking active involvement of bar and restaurant owners in minimizing the negative behaviours of patrons, and undertaking active enforcement measures to address issues such as parking turnover rates, speeding, and public safety. (BID, City of Saskatoon, Sutherland Community)
- Develop Branding / Marketing study to identify a theme, brand, and appropriate marketing initiatives for the Sutherland Business community. (BID)

Transportation

The recommended Traffic and Parking Management Plan for the Central Avenue Master Plan was developed based on a review of the existing and forecast operations for vehicular traffic, trucks, transit, pedestrians and cyclists, safety, as well as parking.

The Traffic and Parking Management Plan includes a five-lane cross section with on-street parallel parking, one travel lane in each direction and the implementation of a left turn lane/centre median. In order to provide this cross section, a reduction in travel lane width and turning lane width is necessary and is consistent with other retrofit streetscape projects within the city.

The functionality of Central Avenue as an arterial roadway has been maintained, with additional emphasis on improving the vitality of businesses along both sides of Central Avenue.

Other recommendations within the Traffic and Parking Management Plan include:

- Implement of northbound and southbound left turn lanes at the Central Avenue and 108th Street intersection to provide additional storage for these movements. Re-align the east leg to match the west leg and eliminate the lane offset.
- Monitor the unsignalized intersections periodically as Central Avenue becomes further developed with new businesses as part of the City's development approval process (i.e. Site Impact Traffic Studies)
- Develop bulbed curb extensions at intersections to improve pedestrian flow across Central Avenue, where feasible and not in conflict with transit stops
- Construct an active pedestrian corridor at the Central Avenue and 112th Street intersection
- Implement pedestrian crosswalk signage and pavement markings along Central Avenue that is consistent with the treatments identified within the *City of Saskatoon Traffic Control at Pedestrian Crossing*
- Retain the restriction on the westbound left turn movement at the Central Avenue and Gray Avenue intersection due to the skewed intersecting angle. Consider a more detailed safety review to examine the vertical alignment and geometrics
- Continue to examine alternative north-south links within the Sutherland Industrial Park to access Central Avenue south of 105th Street or McKercher Drive as an alternative truck route
- Maximize the number of on-street parking spaces along Central Avenue and the side streets where possible. Increased enforcement of existing parking restrictions is the most appropriate measure to address on-street parking concerns within the study area

Streetscape Enhancement

Central Avenue is a busy arterial roadway. Improvements to the streetscape directed at slowing traffic, supporting pedestrians, and providing landscaping and other amenities will establish a more local neighbourhood feel. The following provides a summary of the recommendations for the streetscape plan to achieve these objectives:

- Establish a defined concrete walking surface and unit paver amenity strips adjacent to the existing buildings, along both sides of Central Avenue. The amenity strips will offer opportunities to place street trees in tree grates and separate the parking lane from the concrete sidewalk.
- Create corner bulbs at each intersection along Central Avenue to allow better pedestrian movement at the corners, and facilitate safer street crossing, by increasing the visibility of pedestrians, reducing the width of street to be crossed, and slowing traffic. Some of the elements incorporated in the corner bulbs are raised planters, benches, planting including both a mix of trees and shrub material, and various unit paver and hard surface patterns.
- Bury electrical utilities within the amenity strips
- Install pedestrian crossing lights at 112th Street
- Install medians along Central Avenue, thereby reducing the vehicular traffic to one lane in each direction, and to deter pedestrians from attempting to cross at mid block. Concrete aprons bordering the medians lead to a raised planter complete with irrigation, ornamental trees and shrub planting. At each end of the median, a banner pole will offer opportunities to advertise upcoming events.
- Provide enhanced lighting along Central Avenue in the form of street lights and lower level pedestrian lights
- Create spaces for gathering and sitting at corner bulbs, and potentially through development of a small plaza at 110th Street
- Provide a separate curb and sidewalk along the length of Gray Avenue on the south side of the street to better accommodate pedestrians.

A theme for Sutherland that may be identified through the branding study can be reflected in the specific colour materials and furniture selections. It is recommended that overhead entrance features on Central Avenue, at 108th Street and at 115th Street be installed, and that these structures also introduce and reflect the theme / brand developed for the area.

The Master Plan for Central Avenue will focus on revitalizing the commercial corridor along Central Avenue, as well as along Gray Avenue. Focus on enhancing pedestrian safety is paramount. Many of the outstanding recommendations of the Local Area Plan are addressed, and it is anticipated that a number of the issues and concerns identified through neighbourhood safety audits can be alleviated or minimized through development of a more vibrant and pedestrian friendly commercial corridor. Recommendations for phasing of the streetscaping work are included in the Master Plan, and are based on completion of two block sections of Central Avenue. It is anticipated that the work along Gray Avenue would be completed in one phase. This Master Plan sets the stage for further detailed design work required prior to implementation of the upgrades to Central Avenue and Gray Avenue.

With continued active involvement of the Sutherland Business Improvement District, the City of Saskatoon, and the business owners and residents of Sutherland, the commercial corridor in Sutherland has tremendous potential to serve as a neighbourhood focal point, offering a welcoming and friendly place to shop, to walk, to gather, and to socialize.

Central Avenue Master Plan Implementation
23-Jun-10

Recommendation	Timing Goal	2010	2011	2012	2013	2014	Action by	Cost	Funding Source	Notes
1.0 Land Use and Development										
1.1 Rezone lands on east side of Central Ave. from B3 to B5A							Plan. & Dev.	\$3,000 (estimate for advertising)	Existing	Local Area Plan Implementation Capital Budget 2034
1.2 Amend B5A zoning provisions to restrict future billboards							Plan. & Dev.	\$1,500 (estimate for advertising)	Existing	Local Area Plan Implementation Capital Budget 2034
1.3 Encourage commercial property owners to develop residential units in conjunction with commercial units on site							BID	TBD	BID	Local Area Plan Implementation Capital Budget 2034
1.4 Promote awareness of funding opportunities							BID	TBD	BID	
1.5 Consider potential opportunities to develop Sutherland Park and the north portion of Sutherland neighborhood							Plan. & Dev. Community	TBD	TBD	
1.6 Explore opportunity to develop a plaza area in conjunction with any development that may occur on the CPR lands fronting Central Avenue							Land - Real Estate	TBD	Existing - City-Wide Streetscape Reserve	2009 Capital - Central Avenue Streetscape Plan
1.7 Encourage commercial property owners to reduce dust generated from properties							BID	TBD	BID	
1.8 Promote civic maintenance							Plan. & Dev.	TBD	Existing	Local Area Plan Implementation Capital Budget 2034
1.9 Develop branding/marketing strategy for Sutherland Business community							BID	TBD	BID	
2.0 Transportation										
2.1 Implement north and southbound left turn lanes at Central Avenue and 108th St.							Transportation	TBD	Partial funding from City-Wide Streetscape Reserve (\$1.2M - 2012), remainder unfunded	Portion of Streetscape upgrades
2.2 Monitor unsignalized intersections							Transportation	TBD	Existing	Unsignalized intersections can be monitored periodically as Central Avenue develops with new businesses for improvements.
2.3 Develop bulbbed curb extensions							Transportation		Partial funding from City-Wide Streetscape Reserve (\$1.2M - 2012), remainder unfunded	Portion of Streetscape upgrades
2.4 Construct an active pedestrian corridor at Central Avenue and 121st St.							Transportation		Partial funding from City-Wide Streetscape Reserve (\$1.2M - 2012), remainder unfunded	Portion of Streetscape upgrades
2.5 Implement pedestrian crosswalk signage that is consistent with City of Saskatoon standards							Transportation		Partial funding from City-Wide Streetscape Reserve (\$1.2M - 2012), remainder unfunded	Portion of Streetscape upgrades
2.6 Retain the restriction on westbound left turn movement at Central Ave. and Gray Ave.							Transportation		Partial funding from City-Wide Streetscape Reserve (\$1.2M - 2012), remainder unfunded	Portion of Streetscape upgrades
2.7 Continue to examine alternative north-south links within Sutherland Industrial Park to access Central Ave. South of 105th St. or Mckercher Dr. as an alternate truck route.							Transportation			The 107th Street Extension will be complete in the Fall of 2010.
2.8 Maximize on-street parking along Central Ave. and side streets							Transportation		Partial funding from City-Wide Streetscape Reserve (\$1.2M - 2012), remainder unfunded	Portion of Streetscape upgrades

Central Avenue Master Plan Implementation
23-Jun-10

Recommendation	Timing Goal					Action by	Cost	Funding Source	Notes
	2010	2011	2012	2013	2014				
2.9 Increase parking enforcement						Transportation	TBD	Existing	Additional parking enforcement can be provided to monitor existing parking restrictions.
3.0 Streetscape Enhancement									
3.1 Establish defined walking surface and unit paver amenity strip				■	■	Urban Design		Partial funding from City-Wide Streetscape Reserve (\$1.2M - 2012), remainder unfunded	Portion of Streetscape upgrades total cost +/- \$11m
3.2 Animate corner bulb extensions with planters, benches, unit pavers				■	■	Urban Design		Partial funding from City-Wide Streetscape Reserve (\$1.2M - 2012), remainder unfunded	Portion of Streetscape upgrades total cost +/- \$11m
3.3 Bury utility lines within amenity strip				■	■	Urban Design SL&P		Partial funding from City-Wide Streetscape Reserve (\$1.2M - 2012), remainder unfunded	Portion of Streetscape upgrades total cost +/- \$11m
3.4 Install pedestrian crossing lights at 112th St.				■	■	Urban Design Transportation		Partial funding from City-Wide Streetscape Reserve (\$1.2M - 2012), remainder unfunded	Portion of Streetscape upgrades total cost +/- \$11m
3.5 Install centre medians along Central Ave., with trees and planting				■	■	Urban Design Transportation		Partial funding from City-Wide Streetscape Reserve (\$1.2M - 2012), remainder unfunded	Portion of Streetscape upgrades total cost +/- \$11m
3.6 Install enhanced street and pedestrian lights				■	■	Urban Design SL&P		Partial funding from City-Wide Streetscape Reserve (\$1.2M - 2012), remainder unfunded	Portion of Streetscape upgrades total cost +/- \$11m
3.7 Create spaces for gathering at corner bulbs				■	■			Partial funding from City-Wide Streetscape Reserve (\$1.2M - 2012), remainder unfunded	Portion of Streetscape upgrades total cost +/- \$11m
3.8 Consider developing a small plaza at 110th St.		■	■	■	■	Urban Design Land-Real Estate		Partial funding from City-Wide Streetscape Reserve (\$1.2M - 2012), remainder unfunded	Portion of Streetscape upgrades total cost +/- \$11m
3.9 Provide a separate curb and sidewalk along Gray Ave. on the south side									No plans for work in this time frame

Streetscape Enhancement

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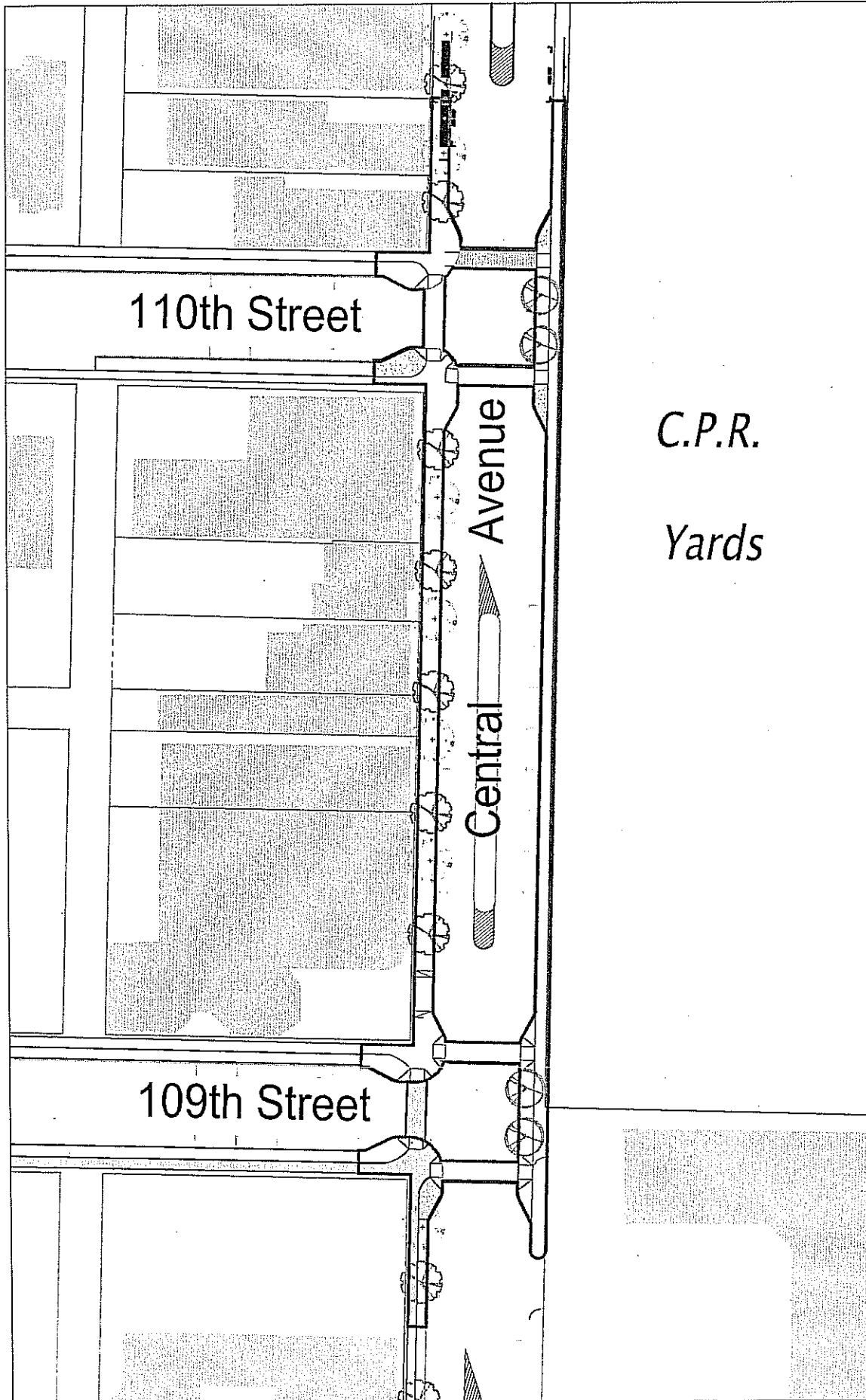
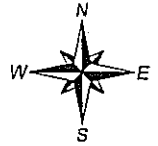
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Central Avenue Plan Boundary



C.P.R.
Yards



Community Services
Planning & Development Branch

NOTE: The information contained on this map is for reference only and not to be used for legal purposes. This map may not be reproduced without the expressed written consent of Community Services - Future Growth, Mapping & Research Section.
DRAWING NOT TO BE SCALED
October 20, 2011

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: October 31, 2011
SUBJECT: Planning and Development Branch - Cost Recovery for Development and Sign Applications
FILE NO: PL 1704-2 and CK 1720-1

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

- 1) that the proposed 80 percent cost recovery objective for development applications and the proposed 100 percent cost recovery objective for sign applications be confirmed;
- 2) that the Administration bring forward the proposed fee changes (as outlined in the report) through reports, bylaws, and advertising, as necessary, to implement the cost recovery objectives; and
- 3) that the development and sign industry be appropriately updated on the proposed fee changes and policy amendments, and advised as to when they will be considered by City Council.

BACKGROUND

In 2004, City Council established a cost recovery objective of 60 percent for development applications. From time to time, fees have since been adjusted to maintain this objective including the last review in 2009.

Through the Civic Services Review process conducted earlier this year, City Council directed the Administration to undertake fee adjustments that will establish an 80 percent cost recovery objective for development applications and a 100 percent cost recovery objective for sign applications.

REPORT

Considerations for Cost Recovery

Setting a cost recovery objective for development and sign applications is important for several reasons:

1. Ensuring adequate financial resources are in place to provide for effective and efficient review of development applications - Appropriate development review facilitates the orderly use and development of property, in accordance with accepted community standards. These standards are primarily contained within Official Community Plan Policy No. 8769, Zoning Bylaw No. 8770, and Land Subdivision Bylaw No. 6537. Cost recovery through application fees provides a

source of funds apart from the mill rate, which diversifies financing, and improves the ability of the Administration to provide effective service to the development industry and the public.

2. Ensuring services are reasonably affordable and accessible - This issue comes in to play when individuals and organizations with limited budgets wish to make development applications. Examples include non-profit organizations and other community oriented uses.
3. Impact on broader municipal goals - When setting fees and charges, both the Administration and City Council will consider the impact of achieving a certain cost recovery objective on other broader goals such as attracting business, remaining competitive with other jurisdictions, keeping services affordable, and allowing the private sector to continue to flourish in our community. These considerations may cause City Council to set cost recovery targets that will complement those broader objectives.

Streamlining Development Review Processes

During consideration of the cost recovery issue, it is important to not only look at fees and funding sources, but to also look at process efficiencies and cost control. Faced with the challenges of a growing city and the ongoing expectation of increased public consultation in all development review processes, the Planning and Development Branch continues to work to streamline operations.

Looking forward, there are several initiatives underway to continue to make development review processes more effective and efficient:

1) Amendments to the Public Notice Policy No. C01-021

Under the provisions of the Public Notice Policy No. C01-021, public notices for the adoption, amendment, or repeal of a bylaw for Official Community Plan Bylaw No. 8769, or Zoning Bylaw No. 8770, or the passing of a resolution to adopt or amend a Concept Plan required that notice of the matter be published in two separate issues of The StarPhoenix.

The City of Saskatoon (City) has developed a significant community engagement process for matters that impact the citizens of Saskatoon. As an example, the public consultation process for a typical rezoning application involves:

- the provision of notices to the appropriate community association at the time the application is received;
- notices to nearby property owners and the community association of any public information meeting which may be held;

- the placement of notification posters on the subject property;
- notices sent to nearby property owners and individuals who attended public information meetings advising of the public hearing; and
- the provision of two notices in The StarPhoenix advertising the public hearing.

Given the extent and effectiveness of consultation undertaken in relation to the community engagement process and to lessen the financial impact of these fee increases, the Public Notice Policy No. C01-021 has been amended to provide for one notice in The StarPhoenix for Zoning Bylaw No. 8770 amendments. This amendment will result in a cost saving to applicants of approximately \$700 per application.

2) Technological Opportunities

The Community Services Department is currently developing an online process for subdivision applications, which will improve the effectiveness of customer services and reduce application processing times. It is expected that this process will be operational in the new year.

Proposed Development Fee Adjustments

The existing and proposed development and sign application fees are outlined in Attachments 1 and 2, as well as the process required to amend the noted fee. The current fees were last adjusted in 2009 to reflect a 60 percent cost recovery objective at that time. The proposed fee schedule is intended to achieve an average 80 percent cost recovery objective for development fees and a 100 percent cost recovery objective for sign applications through to the end of 2013.

The proposed fee adjustments are based on overall salary and non-salary costs to review applications, respond to enquiries related to applications, and to undertake follow-up and enforcement.

Sign fees are proposed to be a flat fee, rather than being based on construction value, in order to better reflect staff time to review applications, respond to enquiries, and undertake follow-up and enforcement.

OPTIONS

City Council may maintain the existing 60 percent cost recovery objective with the Administration reviewing fees periodically to keep up with cost increases as necessary.

POLICY IMPLICATIONS

In order to implement revised condominium approval fees, it will be necessary to amend Condominium Approvals Policy No. C09-004.

FINANCIAL IMPLICATIONS

These fee increases will provide additional revenues for development applications of approximately \$120,000 annually and for sign applications of approximately \$16,500 annually.

STAKEHOLDER INVOLVEMENT

If this report is recommended for approval to City Council, copies will be circulated in advance to the Saskatoon and Region Home Builders Association, the Saskatoon and Region Association of Realtors, the Saskatoon Regional Economic Development Authority, the Saskatoon and District Chamber of Commerce, the major sign companies, and members of the Developers Liaison Committee. The above noted organizations would also receive notice of any City Council hearing related to bylaw amendments necessary to implement fee changes.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

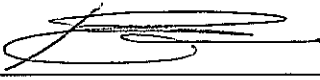
PUBLIC NOTICE

If City Council wishes to pursue the noted fee changes, a number of amendments to the Zoning Bylaw No. 8770 will be required. As per Public Notice Policy No. C01-021, a notice for the proposed amendments to the Zoning Bylaw No. 8770 will be placed in The StarPhoenix at least two weeks prior to the date on which the matter will be considered by Council.

ATTACHMENTS

1. Existing and Proposed Development Fees
2. Existing and Proposed Sign Application Fees

Written by: Tim Steuart, MCIP, Manager, Development Review Section; and
Darryl Dawson, MCIP, Manager, Business License and Zoning
Compliance Section

Reviewed by: 
Randy Grauer, MCIP, Manager
Planning and Development Branch

Approved by:

Paul Gauthier
✓ Paul Gauthier, General Manager
Community Services Department
Dated: *Nov. 3/2011*

Approved by:

Murray Totland
Murray Totland, City Manager
Dated: *Nov 7/11*

ATTACHMENT 1

Existing and Proposed Development Application Fees – October 31, 2011

Type of Application	Current Fee	Proposed Fee	Method of Amendment
Subdivision	\$500, plus \$80 per lot (maximum \$3,200 lot fee)	\$550, plus \$90 per lot (maximum \$3,600 lot fee)	Subdivision Bylaw Amendment
Condominium - New	\$500 flat fee	\$550 flat fee	Condominium Approvals Policy Amendment
Condominium - Conversion	\$500, plus \$200 per unit (no maximum)	\$550, plus \$200 per unit (no maximum)	Condominium Approvals Policy Amendment
Development Permit - General	\$100 flat fee, plus 25 cents per \$1,000 of construction value	\$100 flat fee, plus 30 cents per \$1,000 of construction value	Zoning Bylaw Amendment
Development Permit – Infill OUD/TUD	\$100 per unit flat fee	No Change	N/A
Rezoning	Text Amendment - \$2,000 Low Density - \$2,000 Consistent with Approved Concept Plan - \$2,000 Med/High Density - \$3,000 Contract Zone – plus \$500 Concept Plan – plus \$500	Text Amendment - \$2,500 Low Density - \$2,500 Consistent with Approved Concept Plan - \$2,500 Med/High Density - \$3,500 Contract Zone – plus \$500 Concept Plan (Major) – plus \$1,500 Concept Plan (Minor) – plus \$500	Zoning Bylaw Amendment
Discretionary Use	Standard - \$800 Complex - \$1,400 Highly Complex - \$3,500	Standard - \$800 Complex - \$1,500 Highly Complex - \$4,000	Zoning Bylaw Amendment
Direct Control District	If City Council Approval is Required - \$1,500	If City Council Approval is Required - \$2,000	Zoning Bylaw Amendment
Architectural Control District	Major - \$1,500 Minor - \$500	Major - \$2,000 Minor - \$500	Zoning Bylaw Amendment
Neighbourhood Concept Plan Amendment (without a rezoning application)	Major - \$1,500 Minor - \$500	No Change	N/A
Zoning Bylaw Compliance Certificate	\$100	\$150	Zoning Bylaw Amendment
Liquor License Endorsement	\$100	\$150	Resolution of Council

ATTACHMENT 2

Existing and Proposed Sign Application Fees – October 31, 2011

Type of Application	Current Fee	Proposed Fee	Method of Amendment
Portable Signs	Annual License Fee of \$20 per sign	Annual License Fee of \$30 per sign	Zoning Bylaw Amendment
Permanent Signs	\$10 for each \$1,000 of retail value of the sign with a minimum fee of \$75	Billboards: \$225 Sign Groups 1, 2 and 3: \$100 Sign Groups 4 and 5: \$225	Zoning Bylaw Amendment
Overhanging Signs	Sign which overhangs public property by more than 0.30 metres is subject to a one-time, non-refundable fee of \$150 in addition to the fee for the sign permit	No Change	N/A
Digital Signs	\$10 for each \$1,000 of retail value of the sign with a maximum fee of \$650	\$750	Zoning Bylaw Amendment

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: November 1, 2011
SUBJECT: Public Space, Activity and Urban Form Strategic Framework:
City Centre Phase 1
FILE NO: CS.4110-1 and UD.217-87

RECOMMENDATION: that a copy of this report be submitted to City Council for information.

BACKGROUND

At its meeting held November 23, 2009, the Executive Committee received a report entitled “New Plan for City Centre” which laid out a strategy for the development of a new downtown plan. The New Plan would provide appropriate planning and preparation to address significant changes to Saskatoon’s centre.

The Committee subsequently resolved that the report be forwarded to the Budget Committee for information as part of the 2010 Capital Budget deliberations. Additionally, the Committee resolved that upon approval of the 2010 Capital Budget, the Administration be authorized to prepare a Request for Proposal for consideration by City Council.

For the 2010 cycle, Capital Budget Project 2458 – City Centre Plan was approved by City Council with a possible three-year allocation of \$750,000 over three years involving four distinct phases including: 1) Public Spaces, Activity and Urban Form Strategic Framework; 2) Community Engagement; 3) Civic Plaza Area Master Plan and; 4) the New Plan for City Centre. In 2010, the first phase of the project was allocated \$250,000 including \$200,000 from the Streetscape Reserve and \$50,000 from the Federal Transit Funding Program.

On March 1, 2010, City Council approved two documents in order to proceed with the City Centre Plan Phase 1, the Terms of Reference for Research and Data Services, the Request for Proposals for Consultant Services for the data analysis, representation and presentation.

What was previously identified as City Centre Plan Phase 2 evolved into the Civic Visioning Project “Saskatoon Speaks”, and it was completed earlier this year.

REPORT

The Public Space, Activity and Urban Form Strategic Framework focuses on urban quality and the public life of the city. The life of the city happens in public spaces: the streets, plazas, squares and parks. This report studies the public spaces and urban form of Saskatoon and analyzes the activity of people in those spaces, e.g. how many people are sitting in the park, walking through the city, standing and talking, cycling downtown; what are the qualities that these spaces have that attract people. These aspects are examined throughout the report by looking at the urban quality of the city centre. Urban quality is a term that is used to describe the aspects of places that make them feel comfortable, safe and attractive. Sunlight, places to sit,

trees, food, diversity and the presence of other people, in part, make attractive places. This report emphasizes public life as a priority for successful cities.

Why is urban quality important? Even in this communications age, a thriving city centre is still a stimulus for the overall competitiveness and attractiveness of a city in the global market. Young workers and new immigrants, increasingly, are looking for vibrant cities and neighbourhoods in which to live. There is a desire to find an authentic place with a strong identity and a diverse range of lifestyle choices. The best loved cities derive their image from the sum of their citizens' history, beliefs and aspirations, where people are emotionally connected to their community. City form and image are changing as the role of city centres evolve from solely civic and commercial activities to cultural and residential activities. City centres are becoming complete neighbourhoods where more people are choosing to live, developing more diversity and vitality as they attract more people and investment.

The original downtowns of Saskatoon, Nutana, and Riversdale, as well as College Drive, are included in the Strategic Framework study area. The core of the study is bounded to the north by Queen Street, Spadina Crescent along the east side, 19th Street at the south end and Avenue B and then Idylwyld Drive along the west side. Of the main streets that lead into the core, 20th Street is included from Avenue P to Idylwyld Drive; Broadway Avenue from 8th to 12th Streets; and College Drive from Cumberland Avenue to Spadina Crescent. The study area does not include River Landing, although this area is shown in the maps where relevant for contextual reasons. The total study area is 3.6 square kilometres.

The Strategic Framework utilizes a methodology for recording and understanding public life in urban context. The report is based on a range of data sources including the Canadian Census, City of Saskatoon data, and on the ground observations and intercept studies conducted by the University of Saskatchewan. The charts, maps and illustrations in this report were generated from data using a repeatable methodology.

The Strategic Framework provides a benchmark and process to evaluate future trends and activities and monitor the progress and success of people-oriented improvements in the city centre over time. The data collection and analysis utilized for this study was designed in such a way to ensure a robust and replicable process is in place. It is intended that comparable data gathering can occur in years following, and a longitudinal database on public spaces and activities can be maintained to provide on-going evaluation of public space vitality.

The following chapters are included in the Strategic Framework:

- 1) Introduction: Outlines the approach to the study and describes how the City Centre fits within the larger city context.
- 2) Urban Life: Describes and analyzes demographic distribution and geographic locations of people, services, and amenities to describe how people live, work, shop and visit the City Centre.

- 3) **Public Space and Movement:** Records and analyzes the movement of people within the City Centre by mode including pedestrians, bicycles, transit and vehicles.
- 4) **Public Activity:** Illustrates and analyzes the distribution and quality of public spaces in the City Centre and their relationship to public life.
- 5) **Opportunities:** Outlines opportunities based on the analysis above to achieve the vision for the future of public life in the City Centre.
- 6) **Appendix:** Presents the collected data of the public life surveys including observations regarding pedestrian traffic, stationary and recreational activities that describe the present state of public life in the City Centre.

Urban quality studies give planners the tools to set performance targets and to put policies in place to improve the public realm, give civic leaders the evidence they need to invest in city building projects and demonstrate improved city quality to citizens. The Public Space, Activity and Urban Form Strategic Framework will create a foundation of information that can be drawn upon as the City embarks upon the later phases of this project, including the New Plan for the City Centre, and the Civic Plaza Master Plan.

OPTIONS

1. Accept information as presented. (Recommended)
2. Do not accept information as presented and direct the Administration to carry out required changes. (Not recommended)

FINANCIAL IMPLICATIONS

There are no financial implications with the approval of this plan.

STAKEHOLDER INVOLVEMENT

The Strategic Framework focuses on data collection and analysis. Field work involved observation of public behaviour and preferences. In some instances, the public were surveyed to gather specific data, as seen in the "Perception of Safety" map on p.53 of the Strategic Framework.

The process for this phase of the project focused on data gathering, while the Civic Visioning carried out extensive engagement which included the City Centre as a focus area. Further public engagement will occur in the next phases of the project, including the New Plan for City Centre, and the Civic Plaza Master Plan.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications.


PUBLIC NOTICE

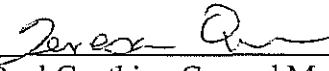
Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

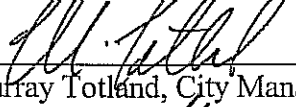
ATTACHMENT

1. Public Spaces, Activity and Urban Form Strategic Framework: City Centre Phase 1.

Written by: Jeanna South, Corporate Projects

Reviewed by: 
Rick Howse, Coordinator,
Corporate Projects

Approved by: 
Paul Gauthier, General Manager
Community Services Department
Dated: November 3, 2011

Approved by: 
Murray Totland, City Manager
Dated: Nov 7/11

6.

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: September 28, 2011
SUBJECT: City Centre Plan Project Timing and Priorities
FILE NOS: CY.217-87, CS.600-1, and CS.4110-1

RECOMMENDATION: that a report be submitted to City Council recommending that the timing for Phase 3 – Civic Plaza Precinct Master Plan and Phase 4 - New Plan for City Centre be reversed, allowing the New Plan for City Centre to commence immediately.

BACKGROUND

At its meeting held on November 23, 2009, the Executive Committee received a report entitled "New Plan for City Centre" which laid out a strategy for the development of a new downtown plan. The New Plan would provide appropriate planning and preparation to address significant changes to Saskatoon's centre.

The Committee subsequently resolved that the report be forwarded to the Budget Committee for information as part of the 2010 Capital Budget deliberations. Additionally, the Committee resolved that upon approval of the 2010 Capital Budget, the Administration be authorized to prepare a Request for Proposal for consideration by City Council.

For 2010, Capital Project 2458 – City Centre Plan was approved by City Council with a possible three-year allocation of \$750,000 involving four distinct phases including: 1) Public Spaces, Activity and Urban Form Strategic Framework; 2) Community Engagement; 3) Civic Plaza Precinct Master Plan; and, 4) the New Plan for City Centre. In 2010, the first phase of the project was allocated \$250,000, including \$200,000 from the Streetscape Reserve and \$50,000 from the Federal Transit Funding Program.

On March 1, 2010, City Council approved two documents in order to proceed with City Centre Phase 1, the Terms of Reference for Research and Data Services, and the Request for Proposals for Consultant Services for the data analysis, representation and presentation.

The City Centre Plan Phase 1 is substantially complete, and a report will be submitted to Council on this project in the near future. What was previously identified as Phase 2, evolved into the Civic Visioning project "Saskatoon Speaks" and it was completed earlier this year.

REPORT

Identified as Phase 3, the Civic Plaza Precinct Master Plan involves the design of a spatial Master Plan for the City Centre in the area housing City Hall, Frances Morrison Library, the 23rd Street Transit Mall, the Sturdy Stone Centre, and the existing Police building. Project outcomes for the Civic Plaza Precinct Master Plan have been defined as:

- To create a publically engaging, unique centre for the city;

- To create a specific identity for the City Centre;
- To create a great transfer junction for transit and other users;
- To examine options for integrating existing corporate facilities, assess future corporate office needs, transit needs and library needs with each other and with the public spaces.

The New Plan for City Centre, or Phase 4, strives to integrate the work of Phases 1-2 into a comprehensive new plan. Issues to be explored in depth include:

- A shared community vision for the City Centre;
- A response to future trends for development, including higher density, greater demands for services, more choices for transportation, and more demand for creative and interesting venues;
- Design guidelines for public and private development, including the option of a design review process for new development;
- Enhanced connectivity within the City Centre between the Downtown, 20th Street, College Drive, Broadway Avenue and Idylwyld Drive and integration of people-friendly public space with adjacent land-uses;
- Integration of multi-modal transportation;
- Increased residential development, including a range of housing choices that could be affordable for seniors, students, and market housing;
- Attraction of a wide variety of community amenities;
- Increased density and diversity of use;
- Safety and security enhancement;
- New policies and regulations within Saskatoon's Official Community Plan and Zoning Bylaw to encourage desirable new development;
- Ongoing metrics for assessment of City Centre changes.

The importance of the City Centre Plan in its entirety cannot be underestimated. The plan is intended as a vision of Saskatoon's centre of commercial, office, retail and high density land uses. It will serve as a framework to broaden the appeal of City Centre as a people place. It will serve as the foundation of a sustainable framework for Saskatoon, from the inside out, as we plan for a population of 500,000. In order to plan for changes to the entire city, the core must remain strong through careful attention to employment, retail and businesses, housing, amenities, attractions, urban quality and green spaces.

In a typical planning process, the broader planning and policy piece identified above would be completed prior to detailed Master Plans and implementation within the area. This allows a more comprehensive view of the broader City Centre and permits coordination between all of the pieces, be it through policy, initiatives, built form or open space planning. Pieces can then be prioritized, followed by detailed plans, and finally, construction of project phases or policy implementation as funding permits.

Civic Plaza

When the City Centre Plan was initiated in 2009, the Civic Plaza Precinct Master Plan was identified as Phase 3 - 2011, in order to address and coordinate projects that were then under consideration by Transit Services and the Frances Morrison Branch of the Saskatoon Public Library. Other initiatives relating to City Hall space and the 3rd Avenue Streetscape Plan were also to be coordinated with this project, and all were considered to be a high priority needing immediate resolution.

In order to commence the Civic Plaza Precinct Master Plan, a clear Terms of Reference would be established that identifies project goals and scope of work. At this stage, Transit is reflecting on its strategy for Core Area service and thus, its needs for the Master Plan have not yet been determined. Furthermore, the Frances Morrison Library is now exploring a number of options for expansion. Therefore, the two key projects that were pushing the Civic Plaza Precinct Master Plan in advance of the New Plan for City Centre are not facing immediate changes that require coordination within the next year. The Third Avenue Streetscape Project has been completed from 19th Street to 22nd Street, but completion from 22nd Street to 23rd Street has been put on hold until the specific needs for the Bus Mall and the Library site have been identified.

It is, therefore, the recommendation of this report that the new Plan for City Centre commence immediately. The funding of \$250,000, approved in 2011, would be utilized for this work. The Civic Plaza Precinct Master Plan would then commence in 2013, with funding approval in the 2013 Capital Budget.

OPTIONS

1. Accept information as presented. (Recommended)
2. Do not approve the proposed change and proceed with the Civic Plaza Precinct Master Plan as a 2011 Capital Project. (Not recommended)

FINANCIAL IMPLICATIONS

To date, a total of \$500,000 has been approved for the first three phases of City Centre Plan, with \$400,000 from the Reserve for Capital Expenditures, \$50,000 from Federal Transit Programs, and \$50,000 from the Public Library.

In order to complete the project, a funding request of \$250,000 will be included in the 2013 Capital Budget, with the proposed source of funding being the Reserve for Capital Expenditures. There are no new funding requests for 2012.

STAKEHOLDER INVOLVEMENT

The Library Board has been consulted with regard to this change, and in the meeting with them, they appeared to understand the rationale for carrying out the Plan for City Centre first, followed by the Civic Plaza Precinct Master Plan.

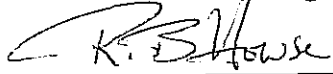
ENVIRONMENTAL IMPLICATIONS


There are no environmental implications.


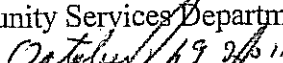
PUBLIC NOTICE

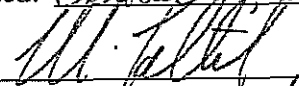

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

Written by: Jeanna South, Corporate Projects
Alan Wallace, Neighbourhood Planning Manager

Reviewed by: 
Rick Howse, Manager
Coordinator, Corporate Projects

Reviewed by: 
Randy Grauer, Manager
Manager, Neighbourhood Planning and Development

Approved by: 
Paul Gauthier, General Manager
Community Services Department
Dated:  2/9/11

Approved by: 
Murray Totland, City Manager
Dated:  Dec. 31/11

His Worship the Mayor and City Council
The City of Saskatoon

REPORT

of the

ADMINISTRATION AND FINANCE COMMITTEE

Composition of Committee

Councillor G. Penner, Chair
Councillor D. Hill
Councillor M. Heidt
Councillor T. Paulsen
Councillor A. Iwanchuk

1. Panhandling
(File No. CK. 5000-1)

- RECOMMENDATION:**
- 1) a) that five civilian uniformed Community Support Officers be hired for an initial term of two years, to work in the key safety areas as identified in the Baseline Study, and that their role and funding be as outlined in the report of the City Solicitor dated November 7, 2011; and
 - b) that if City Council accepts the above Recommendation, the Panhandling Task Force bring forward a further detailed report, including hours of work, days of the week covered, etc. for the Community Support Officers; and
 - 2) a) that City Council consider appointing a Safe Streets Working Group focused on the theme of safe streets for everyone, with the goal of:
 - (i) increasing the perception of safety on Saskatoon streets; and
 - (ii) ensuring that people are not on the street because they have nowhere else to go; and
 - b) that the term, mandate, membership and funding of the Safe Streets Working Group be as set out in the report of the City Solicitor dated November 7, 2011.

At its meeting held on April 4, 2011, City Council passed the following resolutions:

- 1) that, subject to financing, a “scan” of panhandling and street safety, as set out in the report of the City Solicitor dated March 22, 2011, be done in Saskatoon this summer, with a report of the results to come back to the Administration and Finance Committee;
- 2) that the Panhandling Task Force investigate panhandling programs in other cities and report back to the Administration and Finance Committee.

Attached is a report of the City Solicitor on behalf of the Panhandling Task Force, dated November 7, 2011, setting out the results of a Street Activity Baseline Study conducted by Inshtrix Reaserch Inc. together with recommendations based on the findings of the Baseline Study.

Your Committee has met with the Panhandling Task Force to review the referenced report and is supporting the above recommendations.

The Street Activity Baseline Study conducted by Inshtrix Research Inc., as well as the three pages of tax credit examples from a recent Ontario report by the Canadian task Force on Social Finance entitled “Mobilizing Private Capital for Public Good”, referenced in the report can be accessed by viewing www.saskatoon.ca City Council/Council Meetings/Minutes and Agendas. Additionally, the 15-minute video of some of the interviews conducted on Saskatoon’s streets this summer, referred to in the report, is available on the City’s website www.saskatoon.ca by clicking on YouTube.

**2. Transit Research Studies -
Impact of Fare Changes on Transit Ridership –
Saskatoon Environmental Advisory Committee
(File No. CK. 7300-1)**

RECOMMENDATION: that the information be received.

Attached is a report of the Saskatoon Environmental Advisory Committee dated October 19, 2011, summarizing recent research conducted in partnership with Saskatoon Transit on the impact of transit fares on ridership, in terms of what would increase transit ridership and reduce the use of vehicular traffic.

Your Committee has reviewed the report with the Chair of the Saskatoon Environmental Advisory Committee and is forwarding it to City Council as information.

The Summer 2011 Transit Report – The Effects of a Reduced- or Zero-Fare Structure on Ridership can be accessed at www.saskatoon.ca City Council/Council Meetings/Minutes and Agendas.

**3. Transit Research Studies –
Best Practices – Transit Ridership and System Improvement (Transit Administration)
(File No. CK. 7300-1)**

RECOMMENDATION: that the information be received.

Attached is a report of the General Manager, Utility Services Department dated October 24, 2011, highlighting recommendations as a result of research commissioned by Saskatoon Transit and the Saskatoon Environmental Advisory Committee in the summer of 2011 to identify best practices in the transit industry. The research was aimed at cities with populations from 100,000 to 400,000 with the highest ridership per capital in that class.

Your Committee has reviewed the Executive Summary and recommendations with Administration and has requested a further report in one year, particularly with respect to the recommendations identified in the report. The report is being forwarded to City Council for its information.

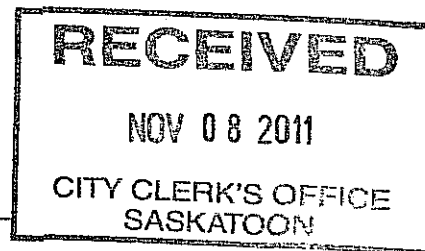
The Transit Ridership and System Improvement – Executive Summary can be accessed at www.saskatoon.ca City Council/Council Meetings/Minutes and Agendas.

Respectfully submitted,

Councillor G. Penner, Chair

5000-11.

TO: Secretary, Administration and Finance Committee
FROM: Theresa Dust, Q.C., City Solicitor
DATE: November 7, 2011
SUBJECT: Panhandling
FILE NO: CK. 5000-1



RECOMMENDATIONS: that the Administration and Finance Committee make the following recommendations to City Council:

- 1) (a) That five civilian uniformed Community Support Officers be hired for an initial term of two years, to work in the key safety areas as identified in the Baseline Study, and that their role and funding be as outlined in this report; and
- (b) that if City Council accepts this Recommendation, the Panhandling Task Force bring forward a further detailed report, including hours of work, days of the week covered, etc. for the Community Support Officers; and
- 2) (a) That City Council consider appointing a Safe Streets Working Group focussed on the theme of safe streets for everyone, with the goal of:
 - (i) increasing the perception of safety on Saskatoon streets; and
 - (ii) ensuring that people are not on the street because they have nowhere else to go; and
- (b) that the term, mandate, membership and funding of the Safe Streets Working Group be as set out in this report.

BACKGROUND

At its meeting held on April 4, 2011, City Council passed the following resolutions:

- “1) that, subject to financing, a “scan” of panhandling and street safety, as set out in the report of the City Solicitor dated March 22, 2011, be done in Saskatoon this summer, with a report of the results to come back to the Administration and Finance Committee;
- 2) that the Panhandling Task Force investigate panhandling programs in other cities and report back to the Administration and Finance Committee;”

Pursuant to Resolution No. 1, a Street Activity Baseline Study was conducted by Inshintrix Research Inc. over the summer of 2011. The purpose of the Study was to establish a baseline of what is occurring in 2011 on Saskatoon's streets. This data can then be used to:

- (a) develop such programs as may be necessary to address emerging issues; and
- (b) be available as the base against which future street activity (positive and negative) can be measured.

The work which Inshintrix Research Inc. did is summarized on page i of the Executive Summary. It included 621 surveys, as well as personal interviews (intercepts) with residents on the street, businesses, and panhandlers. It also included interviews with service providers who regularly work with those on the street, and desk research on resolutions/approaches in other cities.

As set out in pages i and ii of the Executive Summary, Inshintrix Research Inc. found a high degree of engagement and interest in the topic of the Study from everyone involved. The final Baseline Study is attached.

In addition to the Baseline Study, the Panhandling Task Force went to Calgary to look at the various programs which exist in that City regarding street activity. The Panhandling Task Force also met with a number of key service providers in Saskatoon, to get their perspective on what was occurring now, and what role the City might play in moving forward.

This report is the report of the Panhandling Task Force. Its members are:

- Randy Pshebylo - Riversdale Business Improvement District
- Terry Scaddan - The Partnership
- Sarah Marchildon - Broadway Business Improvement District
- Vanessa Charles - Saskatoon Anti-Poverty Coalition
- Inspector Shelley Ballard - Saskatoon Police Service
- Elisabeth Miller, Senior Planner, Neighbourhood Safety-CPTED
- Theresa Dust, City Solicitor

The Panhandling Task Force respectfully requests that its members be permitted to present this report to the Administration and Finance Committee.

REPORT

Results of the Baseline Study on Street Activity in Saskatoon

The key results of the Baseline Study are set out in the Executive Summary. The Panhandling Task Force would like to note that the focus of the Study changed from being primarily focussed on

panhandling, to identifying the other issues which are beginning to manifest themselves on some of Saskatoon's streets.

The main finding of the Baseline Study is that while panhandling is an issue that people would like addressed, other issues are of greater importance when it comes to safety concerns. The Study found:

“... that the primary reasons for feeling unsafe in certain areas are related to issues such as sketchy/strange people, being afraid of being mugged/assaulted or criminal activities in general, perceived gang activity and/or groups of people loitering, and public drunkenness. Many residents and consumers regard panhandlers as mainly passive and having addictions or mental health issues. Businesses do not like having panhandlers outside their place of business or coming into their operation, but a majority commented that their primary concerns are the sketchy people, perceived gang activity, drug trafficking, groups of young people loitering, and public drunkenness. In some circumstances, this activity has negatively impacted their business by intimidation of their customers. In addition, the panhandlers also expressed concerns regarding their safety in terms of other negative street activity. ...” [p. ii of Executive Summary]

The Baseline Study also found that both businesses and residents believe that safety on our streets is a complex issue with no easy solution:

“Many viewed the problem as having many issues including addictions, mental health, youth-at-risk, and poverty. When asked what solutions should be provided to deal with panhandling, in both the survey and the intercepts, the majority stated support programs needed to be developed to deal with the underlying cause of the issue and not fines or jail time. ...” [p. iii of Executive Summary]

These findings were confirmed at the meeting which the Panhandling Task Force had with various service providers who deal with some of the people who are on Saskatoon's streets.

As a result, the Panhandling Task Force is making two recommendations to deal, not just with panhandling, but with the wider negative street activity which is the primary concern of Saskatoon residents. Recommendation No. 1 is intended to be an immediate program for those streets which have been identified as being perceived as less safe, particularly at night. Recommendation No. 2 is intended to begin to address the wider underlying issues which are beginning to manifest themselves on some of Saskatoon's streets.

Recommendation No. 1

- 1) (a) **That five civilian uniformed Community Support Officers be hired for an initial term of two years, to work in the key safety areas as identified in the Baseline Study, and that their role and funding be as outlined in this report; and**
- (b) **that if City Council accepts this Recommendation, the Panhandling Task Force bring forward a further detailed report, including hours of work, days of the week covered, etc. for the Community Support Officers;**

The findings of the Baseline Study are that, while Saskatoon residents report feeling safe in their city, there are very specific areas where people increasingly feel unsafe, particularly at night [p. 68]. These areas are primarily 1st Avenue, 2nd Avenue and 21st Street in the Downtown; 20th Street, 19th Street and 22nd Street in Riversdale and to a lesser extent, Broadway Avenue between 10th and 11th Streets. In these areas, people report feeling unsafe because of “sketchy/strange/bad people” in the area, “groups of people loitering”, etc. Residents and business owners in these areas commented in the Baseline Study on the positive difference which a uniformed presence makes [p. iii - Executive Summary].

The Panhandling Task Force visited the City of Calgary to research their civilian uniformed bylaw enforcement program. It became clear that “bylaw enforcement officer” is something of a misnomer, as the civilian officers spend the majority of their time (at least in the downtown area) on work which is not traditional bylaw enforcement work. The civilian officers walk their area and know it intimately. They have business cards with their cell phone number which they give to all business owners and regular street users, including panhandlers, in their area. They make it their business to know everyone on the street in their area. If someone new establishes themselves on the street in their area, they make it their business to find out who they are, why they are there, and whether they need help to find a place to sleep, to connect to social services, etc.

As previously noted, individuals in uniform walking the street increase perceptions of safety. This is because the uniformed person is easily identified as someone who could assist, if necessary. The Panhandling Task Force believes this is especially important in the identified areas of Saskatoon, as people report, not so much that something has happened to them, but that they are concerned that something may happen to them because of the negative street activity around them.

The civilian officers in Calgary do enforce minimum standards on the street, such as ensuring that there is no aggressive panhandling, and that passive panhandling occurs in approved locations. They can and do call the police if something serious occurs, and they carry police radios for this purpose. More commonly, they interact with people with addictions or mental illness. If necessary, they have the ability to call special police/addictions-worker units to assist. They also deal regularly with people experiencing homelessness, and seek to assist them.

The Panhandling Task Force particularly noted the wealth of resources available in Calgary for the assistance of people on the street. This means that the civilian officers in Calgary have places to refer people who need housing, addictions support, etc. At this time, Saskatoon has fewer resources available for referral. As more resources are developed, the proposed Community Support Officers in Saskatoon will be able to increase their assistance to people on the street.

Calgary is not unique in having a presence on the street in critical areas. Colorado Springs in the United States has officers similar to Calgary's. Edmonton and Halifax are identified in the Baseline Study as also having active programs for working directly with people on the street.

The Panhandling Task Force recommends that five civilian Community Support Officers (two teams of two plus a Coordinator) be hired by Spring 2012 for an initial term of two years, to work in uniform in the key identified areas of Downtown, Riversdale and Broadway. Their mandate would be similar to what is outlined above. The Panhandling Task Force further recommends that the City consider financing the new program by using up to \$0.25 of the \$0.50 of parking meter money which now goes to the Streetscape Reserve. Finally, the Panhandling Task Force recommends that the Community Support Officer program be reviewed in the Fall of 2013.

It is the Panhandling Task Force's understanding that the five Community Support Officers will be a demonstration project, as they will not be able to cover all of the days of the week, or the hours of the day which should be covered in the key areas. It is recommended that the program, if established, be reviewed in the Fall of 2013. At that time, a decision can be made to eliminate, maintain or expand the program. This is why the proposal is for an initial two-year term.

With regards to funding, it is the Panhandling Task Force's understanding that the \$0.50 of parking meter money, which currently goes to the Streetscape Reserve, is not committed once the 3rd Avenue Streetscaping is completely funded in Spring 2013. The Panhandling Task Force suggests that up to \$0.25 of this money could go to funding the proposed Community Support Officers beginning in Spring 2012 (\$0.25 generates \$550,000 per year).

This is a suggestion only. The Boards of the affected BIDs have not been consulted at the time of writing this report. As well, starting even a partial \$0.25 transfer to the Community Support Officers in Spring 2012 would mean that the Streetscape Reserve would have to be deficit financed until the 3rd Avenue Streetscaping was fully paid for with the remaining funds. This has been done in the past, but is not the City's normal practice.

If the Committee and Council approve this recommendation, the Panhandling Task Force would like to bring back a further report on the specifics of the program.

Recommendation No. 2

- 2) (a) **That City Council consider appointing a Safe Streets Working Group focussed on the theme of safe streets for everyone, with the goal of:**
 - (i) **increasing the perception of safety on Saskatoon streets; and**
 - (ii) **ensuring that people are not on the street because they have nowhere else to go; and**
- (b) **that the term, mandate, membership and funding of the Safe Streets Working Group be as set out in this report.**

As previously mentioned, the Baseline Study found that while Saskatoon residents report feeling safe in their city, there are very specific areas where people increasingly feel unsafe, particularly at night. Recommendation No. 1, regarding the hiring of civilian Community Support Officers, is intended to provide an immediate program for these areas.

Recommendation No. 2 is intended as a proposed first step in addressing the wider underlying issues which are beginning to manifest themselves in these same areas. Some of the issues which were identified in the Baseline Study include addictions, mental health, youth-at-risk and poverty [p. iii - Executive Summary]. In addition, Recommendation No. 2 has been designed to fit the expressed desire to have coordination and partnerships when addressing the underlying issues. This desire was identified both in the Baseline Study [p. iii - Executive Summary], and also in the meeting which the Panhandling Task Force held with various service providers.

When the Panhandling Task Force looked at other cities, particularly Edmonton and Calgary, the model which was used to address emerging concerns was to first do the research to identify the key issues in their community. Each city then created a committee which was focussed on and coordinated around the main issues which had emerged from the research. That committee then brought together the private, non-profit and public sectors around the agreed focus.

As the Panhandling Task Force understands it, the purpose of each committee was not to replace any existing groups or agencies. Rather, it was to coordinate and focus those groups. Each group continued to have its own specialized programs and expertise, but they were part of an agreed, coordinated plan.

The focus of the committee was different in each city. Calgary, for example, focussed on homelessness as their research showed that this was, by far, the number one issue in their community, and that it had reached crisis proportions. Edmonton, on the other hand, focussed on community safety as their research showed that this was the number one issue in their community. Homelessness was part of the picture in Edmonton, but as a component of how to achieve community safety. The Panhandling Task Force recommends that Saskatoon consider following a similar model to Calgary's and Edmonton's.

The Panhandling Task Force recommends that City Council consider appointing a Safe Streets Working Group which is focussed on and coordinated around the theme of Safe Streets for Everyone. The goal (and measurement of success) would be, firstly, to increase the perception of safety on Saskatoon streets, and secondly, to ensure that people are not on the streets because they have nowhere else to go.

The Panhandling Task Force believes that the proposed Safe Streets' focus is borne out by the findings of the Baseline Study. The Study indicates that in Saskatoon, there is no one overarching issue. Rather, what is beginning to emerge is a mix of interconnected issues on some specific streets. These issues include groups of young people loitering (that to some appear intimidating), sketchy people/strange/bad people and drunk people/addicts [pp. 68 & 69]. As well, citizens who come early or stay late in the key study areas report finding people sleeping in bank lobbies, parking areas, etc. [pp. 76 & 80].

When asked the question "How effective do you think the following actions/programs would be in reducing the impact of negative street activity in Saskatoon?", the respondents to the Insightrix Research Inc. survey recommended a variety of programs, including increased job training and education, increased affordable housing supports, increased drug treatment supports and increased mental health supports [p. 66].

This finding of a variety of emerging issues and solutions was confirmed at the meeting which the Panhandling Task Force held with a number of key service providers. There was a significant emphasis at that meeting on the need for coordination and partnerships in addressing the emerging issues. There was also a suggestion that this coordinating role was one which the City could play, even though the "solutions" are primarily within Provincial jurisdiction.

The focus on coordination and targeted community partnerships also fits with the Province's recently published strategy entitled "Building Partnerships to Reduce Crime" (which is available on the web at http://www.cpsp.gov.sk.ca/adx/asp/adxGetMedia.aspx?DocID=2102,1117,107,81,1,Documents&MediaID=96223d7a-6109-4c65-b926-851ee65bf8b6&Filename=PolicingStrategyBook_web.pdf).

The Panhandling Task Force believes that all of the above indicates that a logical next step in addressing the emerging long-term issues identified in the Baseline Study could be the creation of a Safe Streets Working Group.

Term of Safe Streets Working Group

The Panhandling Task Force is recommending that an initial Working Group be appointed for two years. It should make an initial report to City Council within one year of being appointed. At the end of the two years, a decision could be made as to whether to continue the Group, disband the Group or replace it with some other coordinating body.

Mandate of Safe Streets Working Group

The Panhandling Task Force recommends that the Working Group be a vehicle for coordinating an appropriate and effective response to the emerging issues on some of Saskatoon's streets. The intent is not to replace existing agencies, but to coordinate them in identifying key gaps and priorities in achieving the stated goals, in exploring new projects to fill those gaps and priorities, and in pursuing long-term funding for new projects, from both the private sector and senior levels of government. The Working Group should identify appropriate measurements of success as regards achieving the stated goals. The Working Group should also receive reports from, and work closely with, the proposed Community Support Officers.

Membership of Safe Streets Working Group

The membership of the Working Group should include representatives and individuals from the private, non-profit and government sector, who have an interest in the identified street safety issues. Membership, if possible, should include representatives with the expertise necessary to investigate some of the possible projects listed below.

Assistance to Safe Streets Working Group

The Panhandling Task Force believes that the Working Group will need some kind of assistance, such as one or two staff persons, consultant work on specific issues, etc. The Panhandling Task Force recommends that it be left to the Working Group and the City as to how to accomplish this. The Panhandling Task Force suggests that staff secondments and/or private sector donations be considered for the initial period (until a longer-term decision on the existence of the Working Group is made).

Potential projects that the Working Group might investigate

The Panhandling Task Force suggests that one focus of the Working Group should be to develop unique demonstration projects in identified areas of need. One of Saskatoon's strengths has been to create new projects or programs, which demonstrate a new approach to problems. These programs often become permanent, and can be adopted Province-wide. (Saskatoon's recent housing initiatives are a specific model.) Wherever possible, these projects/programs should emphasize private/public partnerships, should utilize non-profit organizations for delivery, and should have viable long-term funding plans.

The Panhandling Task Force recognizes that the Province has primary jurisdiction and funding responsibility for most of the issues which need to be addressed. However, it suggests that there is a role for local citizens and organizations in:

- (a) designing projects that are right for Saskatoon and building support for them;
- (b) finding private funding to assist with such projects; and
- (c) making the business case for Government funding for such projects.

Some specific suggestions of projects/programs which could be investigated by the Working Group are as follows:

(1) Additional Intox Facility (Stand-Alone)

People who are under the influence of drugs or alcohol are not permitted in shelters. As a result, there is a need for separate facilities where someone can go even though they are under the influence. These are commonly referred to as "intox" units or centers. They are not to be confused with "detox" centers, which are facilities for people who have been admitted to a detoxification program. Intox units are for overnight or extremely short-term stays. They may or may not be tied to other services such as medical and housing assistance.

Saskatoon has an intoxic unit, called the BDU (Brief Detox Unit). On most days, the BDU is full by early evening. There is no additional or overflow facility. The BDU is government-owned and operated.

The Panhandling Task Force understands that there is a great need for additional intoxic facilities in Saskatoon, including support services. The Panhandling Task Force recommends that the Safe Streets Working Group explore the possibility of filling this need through an additional, separate stand-alone facility operated by a charitable, non-profit agency. The reasons for proposing this, rather than an addition to the existing BDU, are two-fold.

Firstly, a stand-alone facility allows for at least the possibility of locating the additional intoxic beds in a different area of the City than the existing BDU. The existing BDU facility is located in an area which already has a significant concentration of services for people in need, and adding to the facility would only increase that concentration. A stand-alone facility could be located wherever it was deemed most suitable.

Secondly, a facility operated by a charitable, non-profit agency has the possibility of attracting private funding. This has traditionally not been the case for government-owned and operated facilities. The intoxic facility (with supports) which the Panhandling Task Force visited in Calgary is called Alpha House. It is a stand-alone facility operated by a charitable, non-profit agency. It has 75% government funding and 25% private funding. The private funding is long-term, stable, operational funding.

(2) *Housing First and Utilization of Market Housing*

“Housing First” is a program which exists in many cities across Canada and the United States. The basic premise of Housing First is to move people into safe, stable housing and then provide supports to help them deal with any issues they are facing (eg. addictions, mental health, etc.). One of the recommendations of the Saskatoon Homelessness and Housing Plan 2011-2014 (which was recently presented to City Council) was to implement elements of the Housing First concept in Saskatoon. Creating Housing First approaches was also a recommendation of the Province’s April 2011 report entitled “A Strong Foundation - The Housing Strategy for Saskatchewan” (which is available on the web at <http://www.socialservices.gov.sk.ca/Default.aspx?DN=4e4c06a7-57e6-4101-8544-51408b6f57fc>). A number of different programs can be included within an overall Housing First approach.

The Panhandling Task Force recommends that the Safe Streets Working Group look at the feasibility of a Housing First demonstration project in Saskatoon involving homeless people who are capable of living in market housing with support (for both themselves and the landlords). This would take advantage of the fact that Saskatoon’s various housing initiatives have begun to bear fruit in terms of somewhat better vacancy rates. It would also mean that housing issues, for at least some of the people on Saskatoon’s streets, could be addressed without the need for new purpose-built housing. This approach could also take advantage of the excellent working relationship which the City has with Saskatoon’s many quality landlords. In addition, this approach addresses the often-repeated concern that “supported” housing should not be clustered in only one or two areas of the City. With a market housing approach, both tenants and landlords have an opportunity to participate in the program regardless of where they are located in the City.

There are many programs in Canadian cities which could serve as models. The Calgary model is called Rapid Exit. The program works with landlords and property managers to find appropriate housing. Once a landlord and tenant relationship is established, Rapid Exit staff continue to support them through regular visits to the tenant’s home and regular meetings with the landlord. Any concerns raised by either party are quickly addressed, ensuring the stability of housing for the tenant, and security and comfort for the landlord. Calgary’s program has a tenancy retention rate of over 80%.

(3) *Tax Credits and Business Cases*

The Panhandling Task Force recommends that the Safe Streets Working Group investigate the following financial/funding issues:

(a) Tax Incentives for Social Investing

The concept of “social financing” began in Great Britain, and has, since then, become a topic of discussion in other countries, including Canada. The concept, as the Panhandling

Task Force understands it, is to create various financial vehicles to encourage private investors to invest in social projects which provide value to the community. A number of different kinds of financial vehicles are possible.

The Panhandling Task Force recommends that the Safe Streets Working Group investigate the feasibility of new tax credits for long-term “social investing”. The goal would be to determine whether local investors would be interested in such tax credits, and whether the Province would be willing to give such tax credits. Attached are three pages of tax credit examples from a recent Ontario report by the Canadian Task Force on Social Finance entitled “Mobilizing Private Capital for Public Good”. (The full report is available on the web at http://socialfinance.ca/uploads/documents/FinalReport_MobilizingPrivateCapitalforPublicGood_30Nov10.pdf.)

The goal is to supplement government funding with private investment on an ongoing basis. Unlike one-time capital fundraising, social financing is intended to provide continuous operational funding, which is the critical need of most non-profit service agencies.

(b) Making the Best Business Case

The Panhandling Task Force understands that it is often cheaper for senior levels of government to fund a new targeted program, than it is to continue to pay the cost of inappropriate use of government services including police, ambulance and emergency rooms. However, this financial return must be clearly established in a business case for each project or program.

When the Panhandling Task Force visited Calgary, this ability to make an excellent business case was something which was mentioned as being critical to success. A good business case also increases the chances of attracting private funding to a project or program.

The Panhandling Task Force recommends that the Working Group investigate “best practice” business cases, and assist, as necessary, in coordinating or facilitating the making of business cases for new projects/programs in Saskatoon.

(4) *A Demonstration Project for Youth*

In the interviews conducted by Insightrix Research Inc., consumers and business owners in the Broadway, Downtown and Riversdale areas mentioned “groups of young people loitering” as a significant street activity concern [pp. 73-74, 76-77, 81, 85]. Generally, people find such groups intimidating. The interviews with service providers raised the same concerns [p. 102].

A group of young people (18-25 years of age) was interviewed by Inshtrix Research Inc. to discover why they are on the street [p. 100]. They indicated that this was a meeting place for them. Many stated that they couch surf and do not have a regular telephone number, therefore an informal meeting place is necessary.

As to solutions, several interviewees indicated that poverty, and the sense of hopelessness which accompanies it, was a problem among the youth on the street [p. 103]. There was also concern that poverty leads young people into gangs and criminal activities [p. 85]. The service providers interviewed by Inshtrix Research Inc. suggested a variety of proposed solutions regarding this issue, including 24/7 drop-in centers, increased accessibility to getting a GED, and more paid training programs [p. 104].

The Panhandling Task Force sees this specific issue of “groups of young people loitering” as the most worrying of the findings of the Baseline Study. It is an issue that would appear to be particularly acute in Saskatoon. However, the Panhandling Task Force does not have a specific suggestion for how to address this issue.

The Panhandling Task Force recommends that the Safe Streets Working Group pay particular attention to the issue of “groups of young people loitering”. The Panhandling Task Force suggests that the Working Group identify what is available now as regards this particular group, and if possible, identify a demonstration project or other action, which will address this issue in Saskatoon.

Panhandling

The Baseline Study finds that while panhandling is not the biggest concern of residents and businesses, it does make residents uncomfortable and it is recognized as having negative impacts on businesses (p. ii - Executive Summary).

The Panhandling Task Force has not ignored those concerns. Recommendation Nos. 1 and 2, while designed primarily for the wider issues, are intended to also address the panhandling issues. The proposed Community Support Officers are intended to have a dual role with regards to panhandling. Part of their job will be to ensure that there is no aggressive or illegal panhandling taking place. The other part of their job will be to try to assist those who would prefer to not be panhandling. Recommendation No. 2, which is intended as a way to begin to address the wider underlying issues, will hopefully result in fewer numbers of panhandlers.

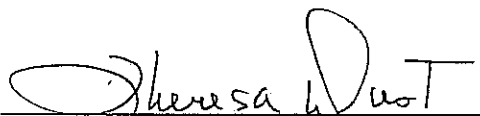
Video

As part of this project, Inshtrix Research Inc. produced a 15-minute video of some of the interviews which they did on Saskatoon's streets this summer. The Panhandling Task Force would be pleased to show it to the Administration and Finance Committee, if there is time to do so at the end of the Committee's deliberations.

ATTACHMENTS

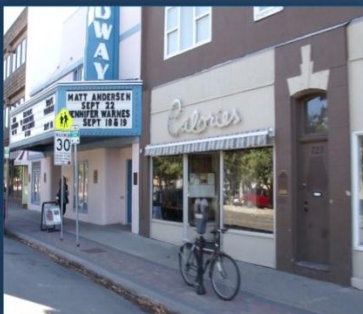
1. Street Activity Baseline Study 2011 conducted by Inshtrix Research Inc.; and
2. Three pages of tax credit examples from a recent Ontario report by the Canadian Task Force on Social Finance entitled "Mobilizing Private Capital for Public Good".

Written by:



Theresa Dust, Q.C., City Solicitor,
on behalf of the Panhandling Task Force
Dated: November 7, 2011

cc: His Worship the Mayor
City Manager
Chief of Police
Panhandling Task Force Members -
Randy Pshebylo - Riversdale BID
Terry Scaddan - The Partnership
Sarah Marchildon - Broadway BID
Vanessa Charles - Saskatoon Anti-Poverty Coalition
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STREET ACTIVITY BASELINE STUDY 2011

Report Compiled By:
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EXECUTIVE SUMMARY

BACKGROUND

A research project was commissioned by the City of Saskatoon to establish a base line study of street level activity in Saskatoon. The results of this study can be used to establish future programs needed to address the issues surrounding street activity that are experienced when there is significant growth in a city. This report details the results of this study. It provides a basis for future policy and program development, many of which likely spread across multiple levels of government.

To meet the objectives of this research project, Inshtrix Research conducted a number of research activities. These included a survey of the Saskatoon public, desk research, a focus group and intercepts with panhandlers, intercepts with the Saskatoon public as well as businesses, and interviews with local service providers.

In terms of the survey portion of this project, a total of 621 surveys were completed via the Inshtrix SaskWatch Research™ panel. A probability sample of the same size would yield a margin of error of +/-3.93%, 19 times out of 20. Inshtrix researchers also approached Saskatoon residents on the street in key areas of the city where street activity was frequently reported, including 8th Street, Broadway, Downtown, 20th Street, 22nd Street and around Confederation Mall. In total 154 intercept surveys were completed.

Inshtrix researchers also approached a variety of Saskatoon businesses in areas that reported a high concentration of negative street activity. The intercepts with businesses were conducted with the person managing the store at the time of the visit. In total 66 intercepts were conducted with businesses to get their perceptions and beliefs on street activity in the area.

Finally, to get additional context, our researchers consulted with service providers who regularly work with those on the street. These included service providers that work with at-risk youth, the homeless, those with mental health issues, and those struggling with addictions. These interviews provided additional insight on those who are on the street as well as the perceived gaps in the support systems.

PERCEPTION BASED STUDY

Examining perceptions of residents was a key objective of the study and is important when understanding feelings of safety in a city. Perceptions are what people believe to be true, regardless of how reality may be comprised, and therefore form the basis of beliefs regarding safety in Saskatoon.

ENGAGEMENT FROM THOSE CONSULTED

Overwhelmingly, almost all those consulted for this project were very engaged in the issue of street activity. This was evident in that businesses would spend significant amounts of time with the researchers, explaining their concerns and providing details of their experience with negative street activity. The panhandlers were also very open about their experience and willing to discuss why they

panhandle. Many panhandlers mentioned they were appreciative of being consulted. The residents were very engaged in the issue. This was evident in that 84.1% of the residents who answered the survey agreed that the subject matter of the survey was important to them personally.

CHANGE OF FOCUS

Interestingly, the evolution of the research project led to the focus from an initial concentration on street activity and panhandling in particular, to a focus on broader issues including gang activity, public drunkenness, loitering, groups of young people (that to some appear intimidating), drug trafficking, and street fights. The change of focus was a direct result of consultations with Saskatoon residents, the businesses, and the panhandlers themselves. What became apparent as the research was carried out was that while the issue of panhandling is perceived as a concern, it was not the primary concern among those consulted.

KEY THEMES

From the research conducted there were a number of key themes that emerged. These themes can be grouped into the following conclusions:

Negative Street Activity

Is a Concern; Panhandling Is Not the Primary Concern

Negative street activity such as drug trafficking, street fights, public drunkenness, groups of young people, and perceived gang activity are of greater concern to residents and businesses than is panhandling. Panhandling is still an issue that people would like addressed, however other issues are of greater importance when it comes to safety concerns. The survey as well as the intercepts with both businesses and residents identified that the primary reasons for feeling unsafe in certain areas are related to issues such as sketchy/strange people, being afraid of being mugged/assaulted or criminal activities in general, perceived gang activity and/or groups of people loitering, and public drunkenness. Many residents and consumers regard panhandlers as mainly passive and having addictions or mental health issues. Businesses do not like having panhandlers outside their place of business or coming into their operation, but a majority commented that their primary concerns are the sketchy people, perceived gang activity, drug trafficking, groups of young people loitering, and public drunkenness. In some circumstances, this activity has negatively impacted their business by intimidation of their customers. In addition, the panhandlers also expressed concerns regarding their safety in terms of other negative street activity. Many do not panhandle after dark due to concerns of being “jumped.”

Saskatoon Panhandlers

Saskatoon panhandlers are not making a lot of money on the streets and the majority do suffer from addictions and/or mental health issues (e.g. depression, schizophrenia). Average amount a panhandler makes a day varies between \$20.00 and \$40.00. In terms of addictions, the majority are addicted to the “softer” drugs including alcohol, pot/marijuana, and cigarettes.

Most residents are uncomfortable around panhandling and recognize the negative impacts it can have on businesses. Panhandlers themselves even mentioned they realize they probably have a negative impact on businesses.

Overall, however, most residents see the panhandlers in Saskatoon as passive in nature. The prevalence of aggressive panhandling is seen as fairly low, with most residents sharing speculations of what may happen rather than what *does* happen. Businesses themselves acknowledged there are other issues they contend with and the panhandlers, most of whom they know, are generally not their biggest concern but rather other negative street activity occurring in their area.

Complex Issue; No Easy Answer

Businesses and residents alike recognize that the issue of panhandling and other negative street activity is a complex one and there is no easy solution. Many viewed the problem as having many issues including addictions, mental health, youth-at-risk, and poverty. When asked what solutions should be provided to deal with panhandling, in both the survey and the intercepts, the majority stated support programs needed to be developed to deal with the underlying cause of the issue and not fines or jail time. The primary reason for believing that fines will not be appropriate is that, for many, they will not be able to afford to pay the ticket.

Given the complexity of the negative street activity, there is acknowledgement that this is a problem requiring a long term solution. Examples of solutions brought forth to address negative street activity drop centers for youth (which are open all hours), wet beds, education opportunities to complete grade 12, paid training opportunities, and affordable housing options.

Partnerships Are Critical

Partnerships are needed to work with a complex issue such as negative street activity. The issues are varied and no single agency can address all the different problems. Agencies need to deal with issues such as mental health, youth at risk, poverty, and addictions. Such a varied number of issues require agencies to work together in a coordinated approach so that those who need assistance can obtain it. Other municipalities have formed partnerships using many different structures. Almost all involve the business community, police service, health authorities, departments within provincial and municipal governments, and service providers. The goal is coordinated and targeted funding for programs that deal with the issues that matter most to the city residents.

Uniformed Presence

Residents and businesses commented during the intercepts on what a difference a uniformed presence makes in Saskatoon. Many businesses were highly complimentary of “the beat” officers. There are a number of options possible to leverage this, including increasing the police presence and/or the creation of the role of Bylaw Officers in Saskatoon. As has been done in Calgary, the Bylaw Officers can be linked to the appropriate service providers that can offer help to those on the street. Their role is not just one of providing tickets. Since emphasis has been placed by the public and the businesses on assisting those partaking in negative street activity, having a Bylaw Officer operating as both someone who can give tickets (when necessary) as well as an outreach worker may be beneficial. A variety of communities are utilizing outreach workers in a number of capacities related to both street activity and panhandling. The effectiveness has been demonstrated in terms of fewer number of panhandlers on the street and more impoverished members of society being connected with service providers.

Accountability and Measurement

Ongoing research creates a unified understanding among policy makers, the public, service providers, and other stakeholders. It also measures the success over time of the initiatives. Measurement regarding changes in perceptions of safety is important to determine if the initiatives are working and making a difference. Other elements to examine include improved agency coordination, communication and growth, and effective and coordinated efforts of time and money in addressing and preventing negative street activity from occurring.



Project Background

INTRODUCTION

Panhandling and other street level activity has created issues for residents and business owners/operators in Saskatoon. As the city has grown, these issues have become more apparent.

In 1999, the City passed a Panhandling Bylaw which was amended in 2003. The Bylaw recognizes that panhandling, in general, is a permitted activity. However, the Bylaw prohibits coercive (aggressive) panhandling and panhandling from the occupants of vehicles. The Bylaw also prohibits panhandling within ten metres of the doorway to banks, credit unions or trust companies, and within ten metres of ATMs, bus stops and bus shelters. Panhandling on a bus is also prohibited. In January 2011, the Bylaw was amended to prohibit panhandling while intoxicated by alcohol or under the influence of drugs. In March 2011, the Bylaw was again amended to prohibit panhandling within eight metres of a doorway to a liquor store or a beer and wine store.

The discussions regarding the changes in the Panhandling Bylaw prompted further discussion on other street activity that, while perhaps not criminal, may impact people's perceptions of safety. This then led to discussions on legislation, enforcement, buskers, street vendors, street vibrancy and street safety for all users. In response to this, a Street Activity Steering Committee was established that includes membership from the affected Business Improvement Districts, the Saskatoon Anti-Poverty Coalition, the Police Service and civic staff.

From this committee, and with the approval of City Council, a research project was commissioned to establish a base line study of street level activity in Saskatoon. The results of this study can be used to establish future programs needed to address the issues surrounding street activity that are experienced when there is significant growth in a city. The project, upon which this report is based, has the following main objectives:

- **Scope of the Problem:** Identification of the areas throughout the City where street activity is a nuisance, identify what segment of this activity is panhandling, and the type of street activity and panhandling occurring in each area.
- **Impact of these Activities:** Identify the effect of street activities and who is being affected.
- **Who Is Involved:** Identification of who is involved in these street activities, their characteristics, and why they are there.
- **Best Practices:** Identify known best practices that may be suitable to address street activity and panhandling in Saskatoon (e.g. enforcement, outreach, and other services).

This report details the results of this study. It provides a basis for future policy and program development, many of which likely spread across multiple levels of government.

METHODOLOGY

To meet the objectives of this research project, Inshgtrix Research conducted a number of research activities. These included a survey of the Saskatoon public, desk research, a focus group and intercepts with panhandlers, intercepts with the Saskatoon public as well as businesses, and interviews with local service providers.

The overall goal was to better understand the Saskatoon experience in terms of street activity and to identify what other municipalities are doing given their unique circumstances. Below are the details on each component of this research project.

SURVEY OF SASKATOON RESIDENTS

Inshgtrix, in consultation with the City of Saskatoon, developed the survey instrument. Inshgtrix worked closely with the Street Activity Steering Committee during the instrument design phase. The survey was programmed into an online CATI system.

Respondents were randomly selected from the Inshgtrix online SaskWatch Research™ panel, which consists of over 12,500 Saskatchewan members. Quotas were set to ensure that the sample matched the population of Saskatoon as a whole.

Data were collected from July 21 to August 6, 2011. Inshgtrix conducted the survey using an online methodology. A total of 621 surveys were completed via the Inshgtrix SaskWatch Research™ panel. A probability sample of the same size would yield a margin of error of +/-3.93%, 19 times out of 20.

DESK RESEARCH

Inshgtrix researchers also conducted desk research to meet the objectives of the project. Specifically, our researchers conducted an exhaustive review of select cities identified as taking different approaches to the issues of panhandling and street activity. Examining different cities allows for a comparison of approaches and their success thus far while at the same time taking into account the uniqueness of each city itself.

INTERVIEWS WITH PANHANDLERS

It was apparent that to come up with a solution to the problem of perceived negative street activity, understanding who is on Saskatoon streets and why was a fundamental part of this project. A focus group was held with a group of Saskatoon panhandlers (both current and former panhandlers) to better understand their situations, why they panhandled and their thoughts on what supports they needed in general. In addition to the focus group, Inshgtrix conducted individual interviews with panhandlers. Our researchers approached those asking others for money and asked for a moment of their time to answer a few questions. The interviews were frequently conducted by sitting down on the sidewalk with the panhandler or on a bench if one was nearby. Their stories are included in this report with names altered to protect privacy. Overall the panhandlers were very open in providing information and many expressed appreciation for being asked about their situation.

INTERVIEWS WITH GROUPS OF YOUTH

Interviews were held with youth at select locations in the city to determine what activities were occurring at these locations and to find out why young people were regularly “hanging out” in certain locations.

INTERCEPTS WITH SASKATOON RESIDENTS

Insightrix researchers approached Saskatoon residents on the street in key areas of the city where street activity was frequently reported, including 8th Street, Broadway, Downtown, 20th Street, 22nd Street and around Confederation Mall. In total 154 intercept surveys were completed. The goal of the intercepts was to understand the perspective of those currently in the locations of interest and their perceptions of safety in these areas. The intercepts also explored what solutions to the problems of negative street activity they thought was appropriate for that location as well as the city overall.

INTERCEPTS WITH SASKATOON BUSINESSES

Insightrix researchers also approached a variety of Saskatoon businesses in key areas that reported a high concentration of negative street activity. The intercepts with businesses were conducted with the person managing the store at the time of the visit. In total 66 intercepts were conducted with businesses to get their perceptions and beliefs on street activity in the area (including panhandling). As was done with consumers, the interviews also explored what solutions to the problems of negative street activity they thought was appropriate for that location as well as the city overall.

INTERVIEWS WITH SERVICE PROVIDERS

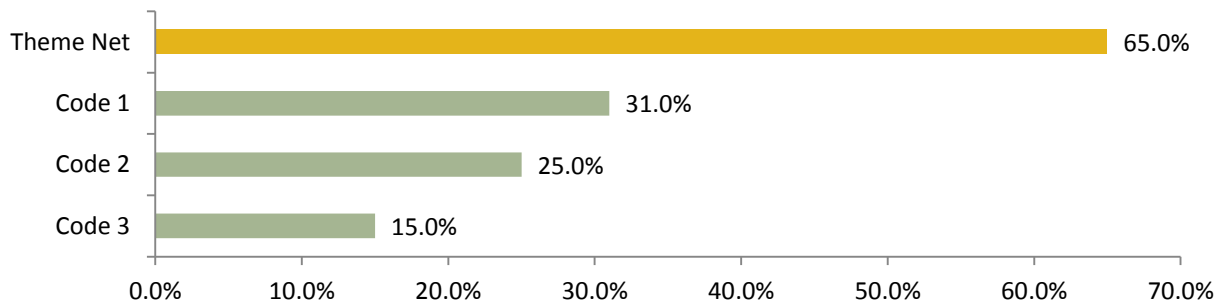
Finally, to get additional context, researchers consulted with service providers who regularly work with those on the street. This included service providers that work with at-risk youth, the homeless, those with mental health issues, and those struggling with addictions. These interviews provided additional insight on those who are on the street as well as the perceived gaps in the support systems.

REPORTING CONSIDERATIONS

Please note that for the survey findings in this report:

- Each survey question includes a base description (n = #) which details the number of respondents who answered each particular question.
- Open ended questions were themed and coded into common response categories based on similar responses provided by respondents in order to better represent the subject matter being reported.
- Similar theme and codes were organized into Net themes based on overarching commonalities in the content of responses (i.e. positive or negative mentions). Net responses include individual coded themes in order to illustrate the overarching themes that emerge from open ended questions. Nets are coded in a different colour, and all codes underneath this color are included in the Net. The percentages of individual codes may not add up to the Net total as multiple responses may be possible.

Net Example





Perceptions of Saskatoon Street Activity

PERCEPTIONS OF SASKATOON RESIDENTS

IMPORTANCE OF MEASURING PERCEPTIONS

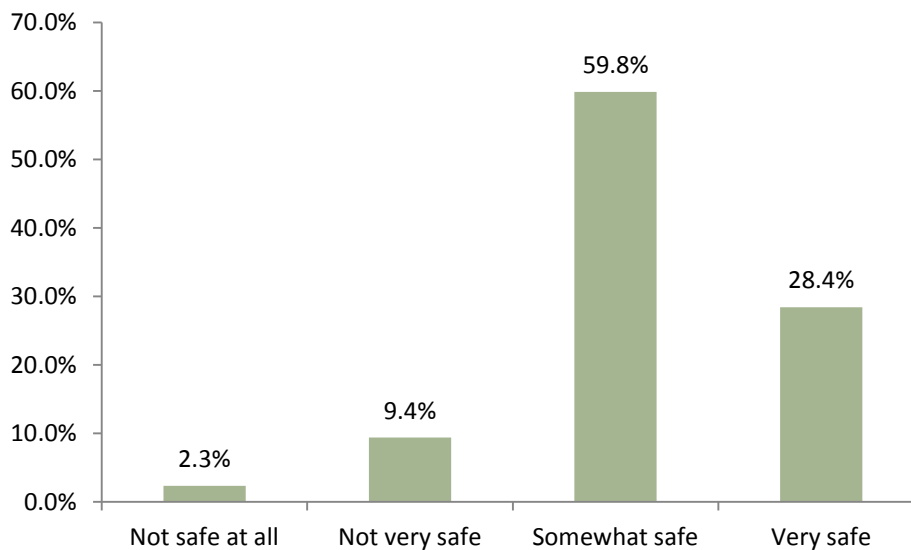
A total of 621 Saskatoon residents completed an online survey regarding their perceptions of street activity and safety in the city. Examining perceptions of residents is important when examining safety in a city. Perceptions are what people believe to be true (regardless of whether they are or not) and therefore form their basis of beliefs regarding safety in Saskatoon. Below is a quotation from a survey respondent discussing why he or she does not feel safe walking or cycling in the Broadway business area. It emphasizes the importance that perception plays in examining feelings of safety in a city.

I think that after hours, it is a gathering place for vagrants, drug dealers, etc. I never go to these areas walking alone or walking at all, so am not sure any of this is correct. This is just my perception.----Survey Respondent

The survey conducted forms a baseline from which future changes to perceptions can be measured.

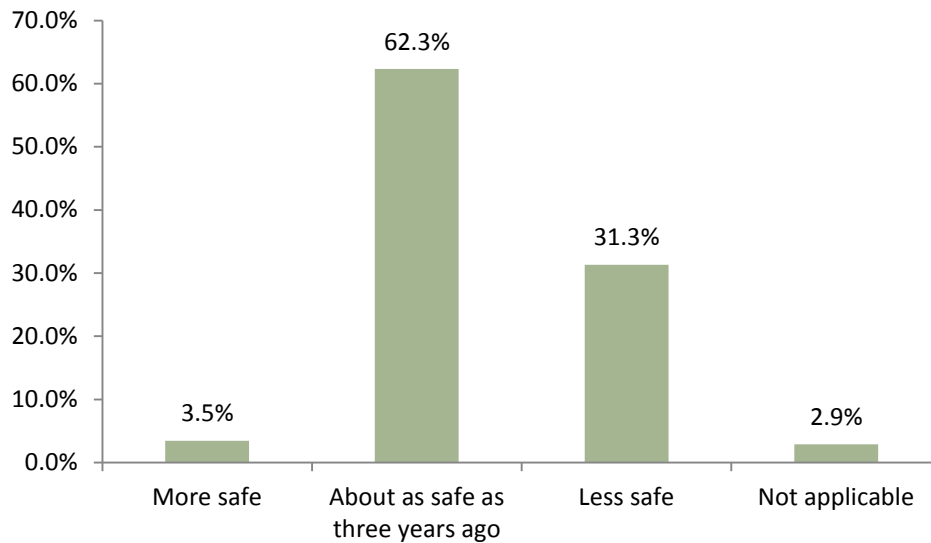
OVERALL PERCEPTIONS OF SAFETY

Overall, Saskatoon residents feel safe in Saskatoon. Of those surveyed, 88.2% reported feeling safe (either somewhat or very) while walking or cycling in public areas (i.e. streets, parks, outside of businesses) in Saskatoon.



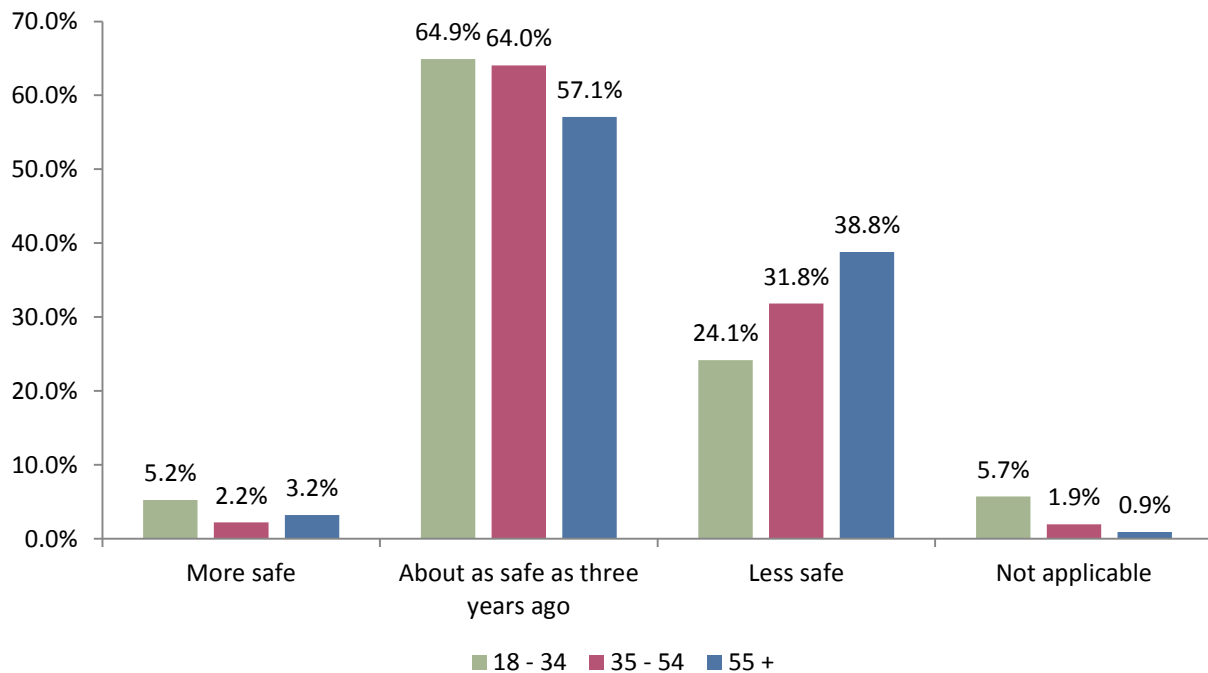
Q6. This study is about your impressions of street activity and public safety in Saskatoon. First of all, overall how safe do you feel walking or cycling in public areas (i.e. streets, parks, outside of businesses) in Saskatoon? Base: All respondents, n = 621.

However, three in ten (31.3%) feel less safe than three years ago in Saskatoon.



Q7. Do you feel more or less safe than you did three years ago in Saskatoon? Base: All respondents, n = 621.

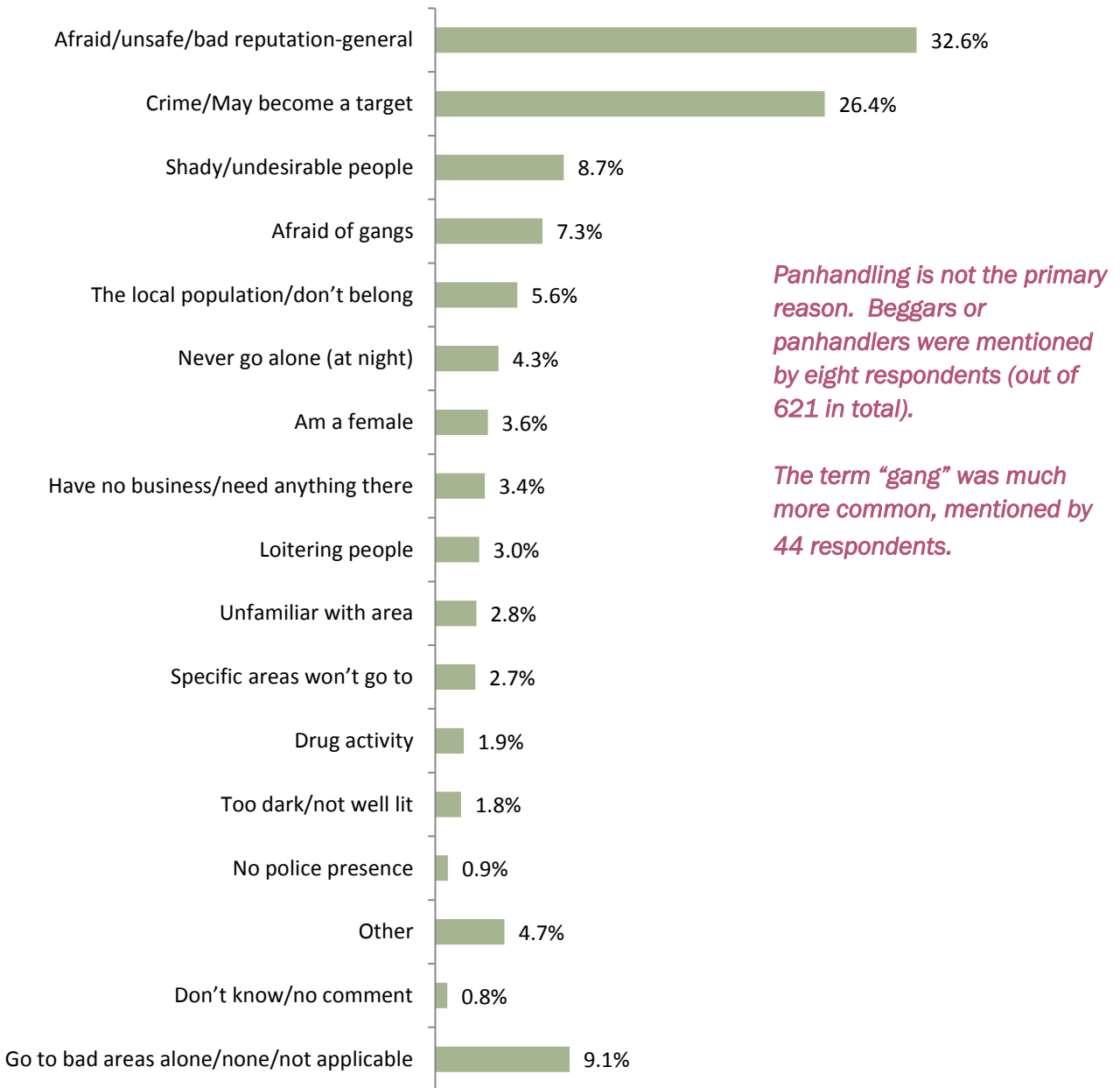
Feelings of safety do differ by age. Saskatoon residents aged 55 years or older are significantly more likely to feel less safe compared to three years ago (38.8%) versus 24.1% of 18 to 34 year old respondents.



Q7. Do you feel more or less safe than you did three years ago in Saskatoon? Base: All respondents, n = 621.

To further understand which street activities make residents less likely to go to certain areas, survey respondents were asked to finish the following sentence: “There are places in Saskatoon I don’t go alone because...”

Approximately one third (32.6%) indicated that the reputation of the area is a determining factor.



Q10. Next we’d like to understand how you feel about public spaces in Saskatoon. Please finish the following sentences: (N=621)

*Multiple responses possible

Below are a few of the actual comments made by the survey respondents in regards to: “There are places in Saskatoon I don’t go alone because....”

The native gang activity, addicts, homeless, violent youths, drunks.

The west side has a lot of problems and I have no desire to go there, to be completely honest. I would like to go for more walks along the river in the later evening hours, but often don't feel safe.

I perceive a criminal element, be it gang activity, poor bar/night club reputation, prostitute boardwalk, etc., exists in that neighbourhood / part of town.

There are too many crazy people such as gangster types.

There isn't enough of a police presence in the area to discourage dangerous activity.

There is a lot of gang crime, muggings, etc.

They may have higher rates of crime and poverty.

Will avoid any place that young persons congregate.

You might get mugged by gangs in some areas of the city.

There is more illegal activity going on in that area whether it be the selling of drugs, prostitution or violence.

They have a history of being unsafe.

Too many knifings and gangs, robberies.

Unsavory people in the area.

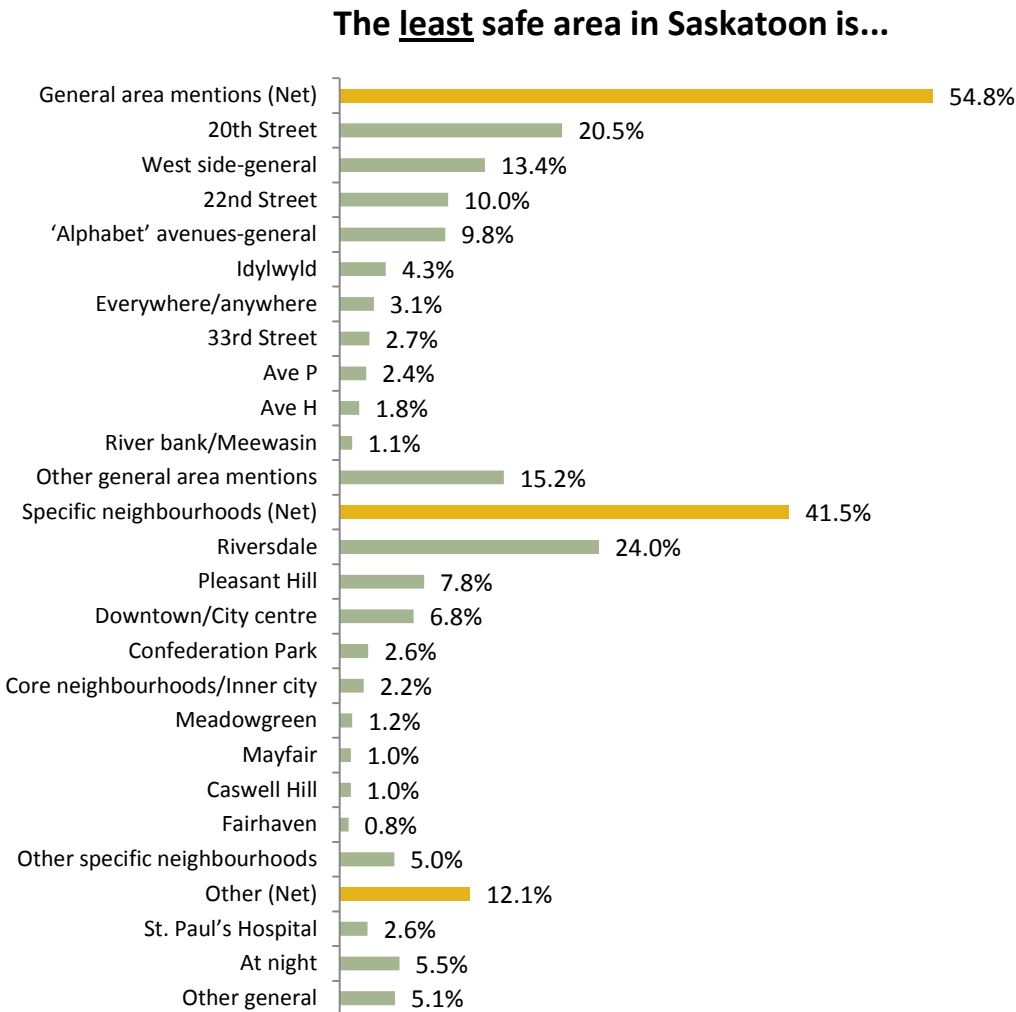
Too much gang stuff and hookers.

Unsure of young groups/gangs.

There are too many instances of robberies, assaults are happening all over the city.

In the survey, respondents were asked to finish the sentence, “The least safe area in Saskatoon is....” Overall 54.8% indicated a general area (e.g. the west side), while 41.5% indicated a specific neighbourhood.

The areas of the city referenced as the least safe areas of Saskatoon include 20th street (20.5%), the west side in general (13.4%), and 22nd street (10.0%). Specific neighbourhoods perceived as being the least safe include Riversdale (24.0%), Pleasant Hill (7.8%), and Downtown and/or the City Centre (6.8%).



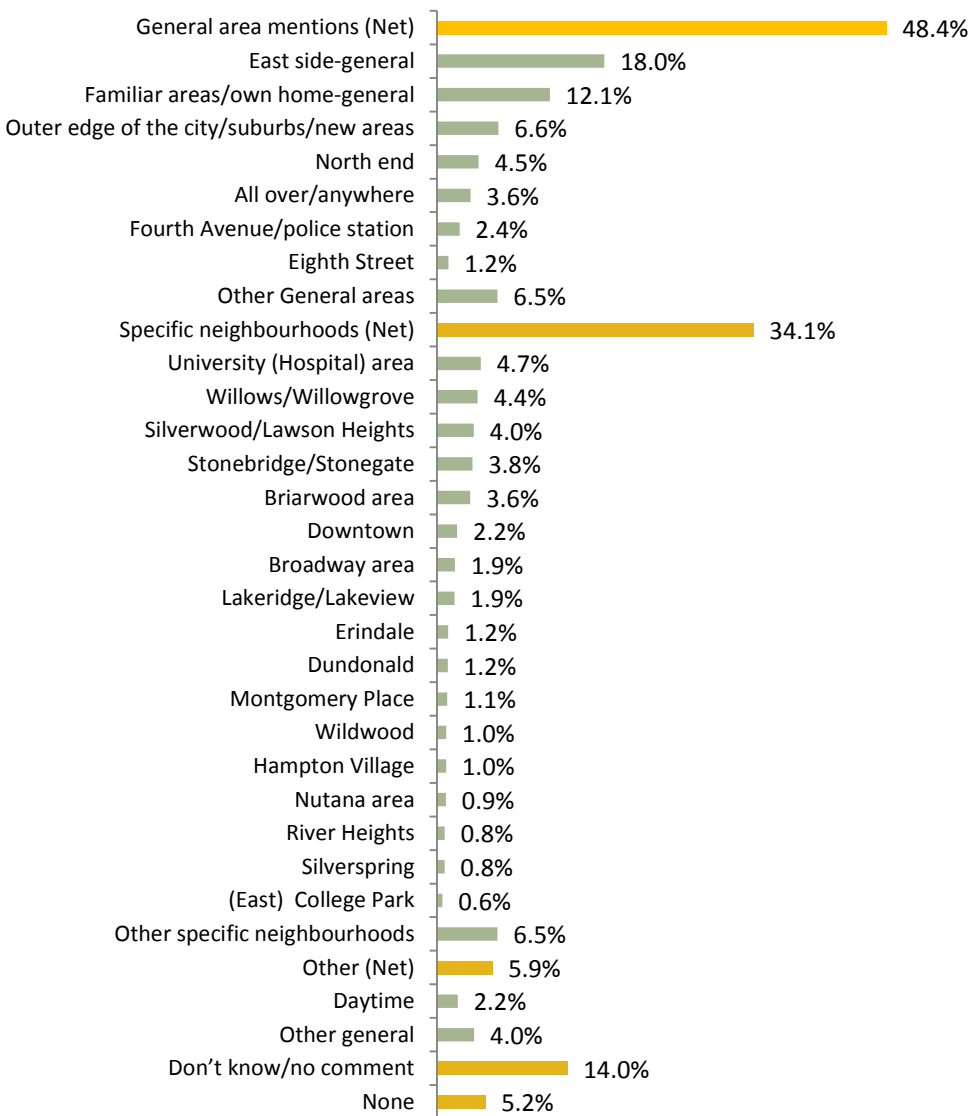
Q10. Next we'd like to understand how you feel about public spaces in Saskatoon. Please finish the following sentences: (N=621)

*Multiple responses possible

In the survey, respondents were asked to finish the sentence, “The safest area in Saskatoon is....” Overall 48.4% indicated a general area (e.g. the east side) while 34.1% indicated a specific neighbourhood. The east side of the city was referenced by 18.0% , while familiar areas, such as one’s own home/community/area, were referenced as the safest area by 12.1%.

Other areas were mentioned by less than one in ten, illustrating that there are few shared spaces that all residents universally perceive of as safe.

The safest area in Saskatoon is...

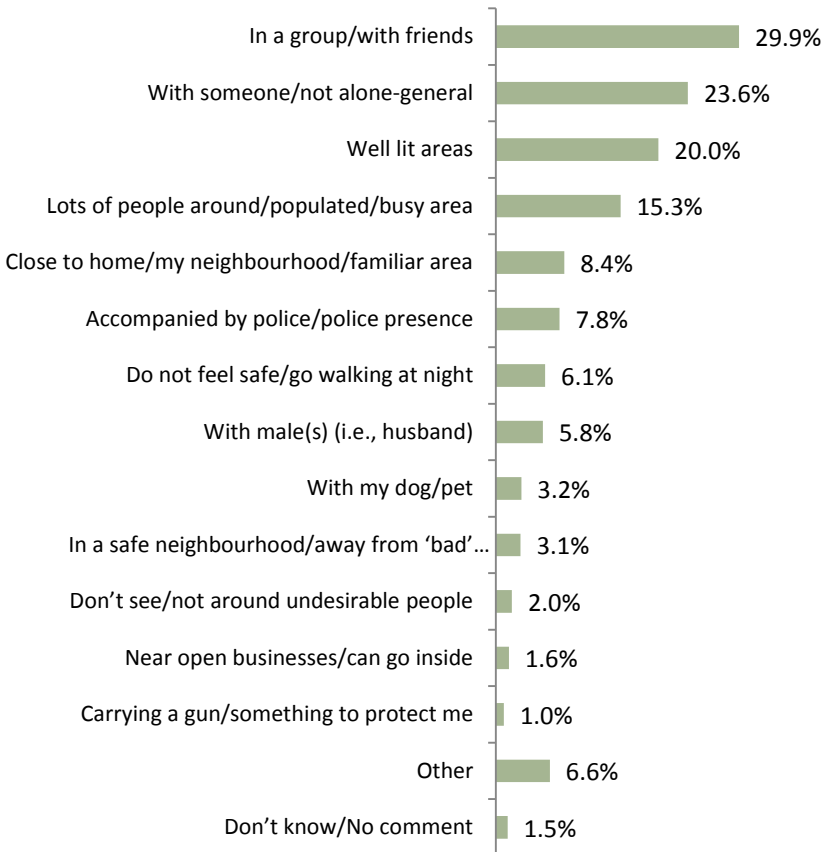


Q10. Next we'd like to understand how you feel about public spaces in Saskatoon. Please finish the following sentences: (N=621)

*Multiple responses possible

In the survey, respondents were asked to finish the sentence, “Walking in Saskatoon at night, I feel safer when....” The largest proportion of respondents indicated with a group of people or with friends (29.9%) or when not alone in general (23.6%). Others feel safer when in well-lit areas (20.0%) or when there are lots of people around (15.3%).

Walking in Saskatoon at night, I feel safer when...



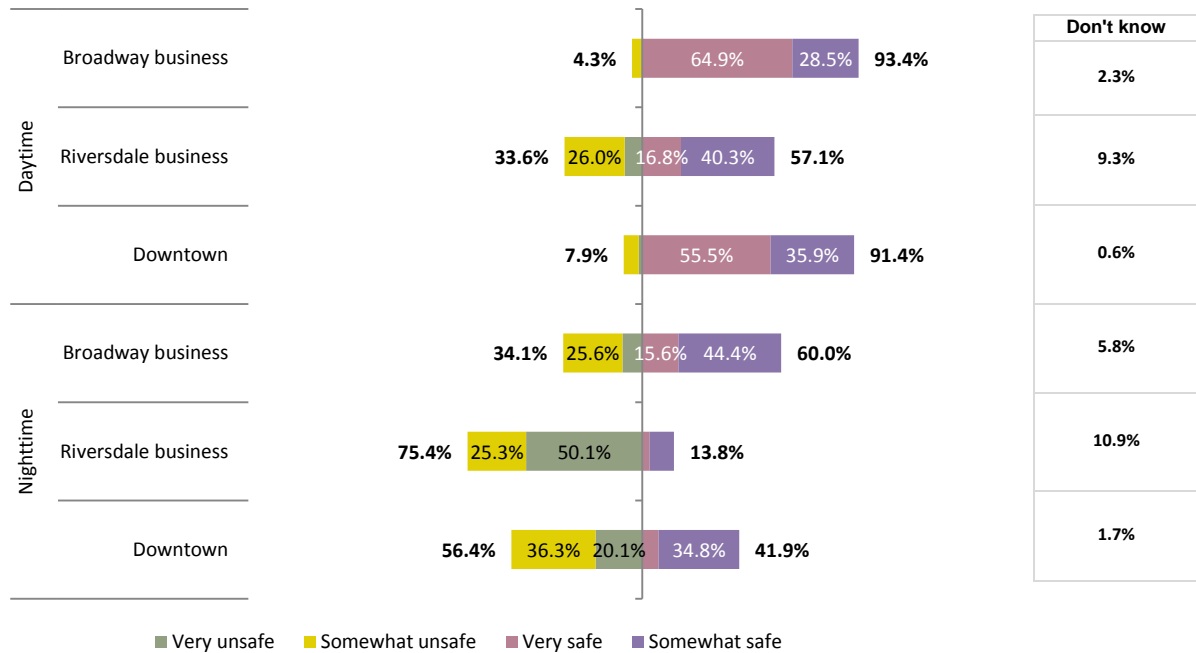
Q10. Next we'd like to understand how you feel about public spaces in Saskatoon. Please finish the following sentences: (N=621)

*Multiple responses possible

PERCEPTIONS OF SAFETY BY SPECIFIC LOCATION

During the day, over 90% of Saskatoon residents feel somewhat or very safe Downtown (91.4%) or in the Broadway business district (93.4%). This compares to 57.1% that feel safe in the Riversdale business area during the day.

During the night, safety perceptions change notably. Overall, 41.9% feel safe (either somewhat or very) Downtown and 60% feel safe (either somewhat or very) in the Broadway business district. This compares to 13.8% in the Riversdale business area.



Q8. How safe do you feel walking or cycling in each of the following areas of the city and situations? Base: All respondents, n = 621.

There is a difference by age group in terms of perceptions of feeling safe in certain areas. Younger residents are more likely to feel safe in Riversdale at night, while both the middle age and older age cohort are more likely to feel unsafe (78.2% and 84.9% respectively).

		18 - 34		35 - 54		55 +	
		Safe	Unsafe	Safe	Unsafe	Safe	Unsafe
Day	Downtown	87.5%	11.6%	92.7%	6.8%	94.1%	5.5%
	Broadway	92.1%	6.0%	96.9%	0.8%	91.3%	6.4%
	Riversdale	55.8%	26.5%	55.1%	39.7%	62.1%	32.8%
Night	Downtown	41.0%	57.7%	42.4%	39.7%	42.9%	32.8%
	Broadway	66.7%	28.6%	56.7%	37.5%	56.6%	36.5%
	Riversdale	18.0%	63.8%	13.9%	78.2%	8.7%	84.9%

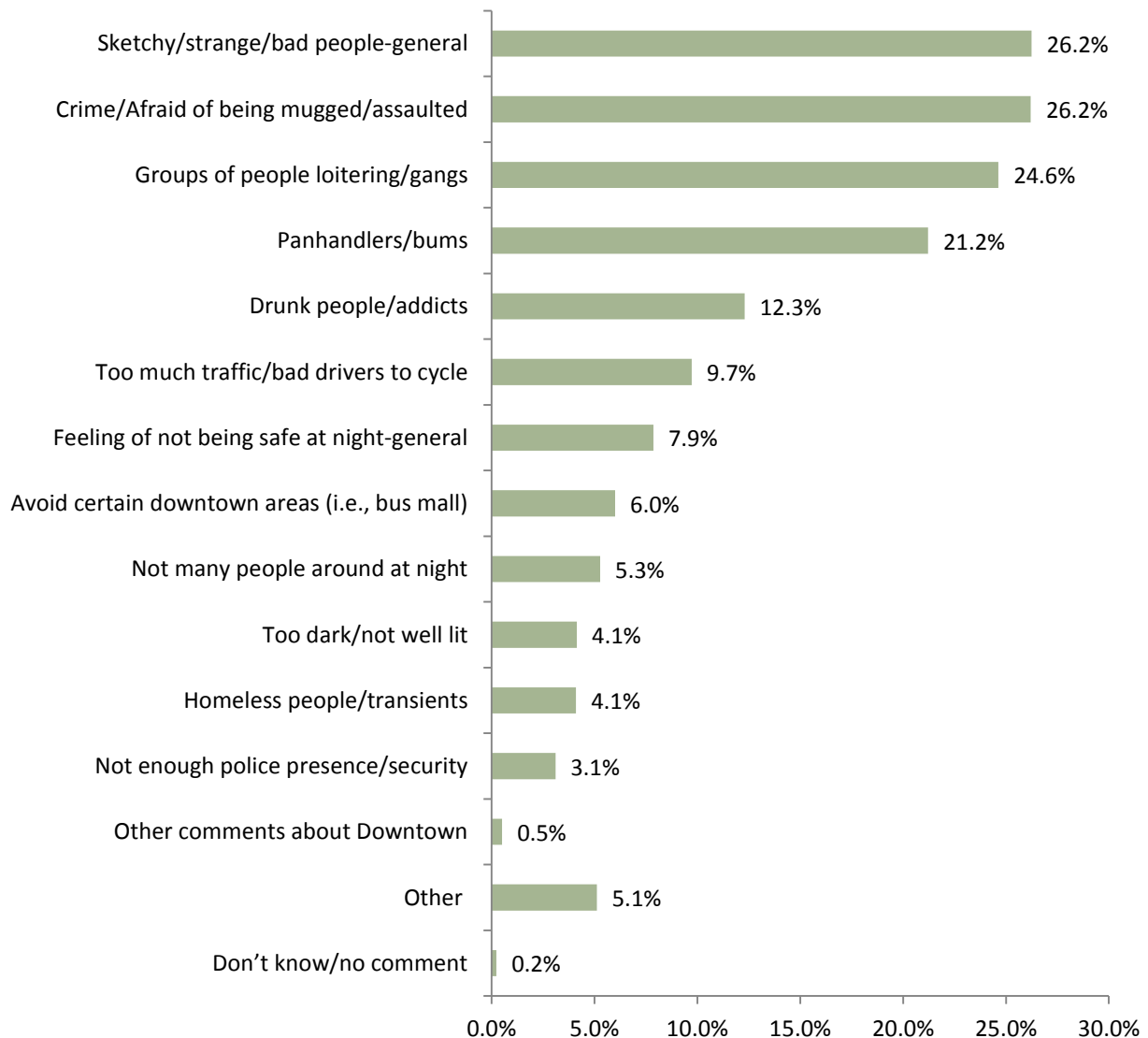
Q8. How safe do you feel walking or cycling in each of the following areas of the city and situations? Base: All respondents, n = 621.

Those respondents who felt unsafe walking or cycling in a particular area were asked to describe in their own words why they feel that way. Their open ended comments have been categorized and tallied as follows:

Downtown

- Sketchy/strange/bad people in the Downtown area (26.2%)
- Criminal Activities/Afraid of being mugged or assaulted (26.2%)
- Groups of people loitering/Perceived Gang Activity (24.6%)
- Panhandlers or Bums (21.2%)
- Drunk People/Addicts (12.3%)

Panhandling was NOT the first issue respondents identified as a reason for feeling unsafe downtown.



*Multiple responses possible

Below are a few of the actual comments made by the survey respondents in regards to why they feel unsafe walking or cycling downtown:

Constantly being asked for money. Often groups of young people and unemployed people hanging in groups around street corners. Overt drug use as well as drunks.

Different crowd at night without much police presence.

Drunks, bums, panhandlers. I am always afraid someone is going to hit me or take my purse.

Have heard about assaults and other types of violence in the area.

I am approached by panhandlers or others seeking money, and I don't know their intentions.

From listening to media reports of happenings.

Have heard about crimes in downtown area, beggars approaching.

I have personal knowledge of the gang activity downtown.

I find it has a lot of 'sketchy' people at night hanging around the streets. I just don't feel comfortable, especially around the bus depot area.

I have had slurs shouted at me once or twice in the past.

Lots of transients, youth gang members.

Panhandlers and youth can seem to get very aggressive.

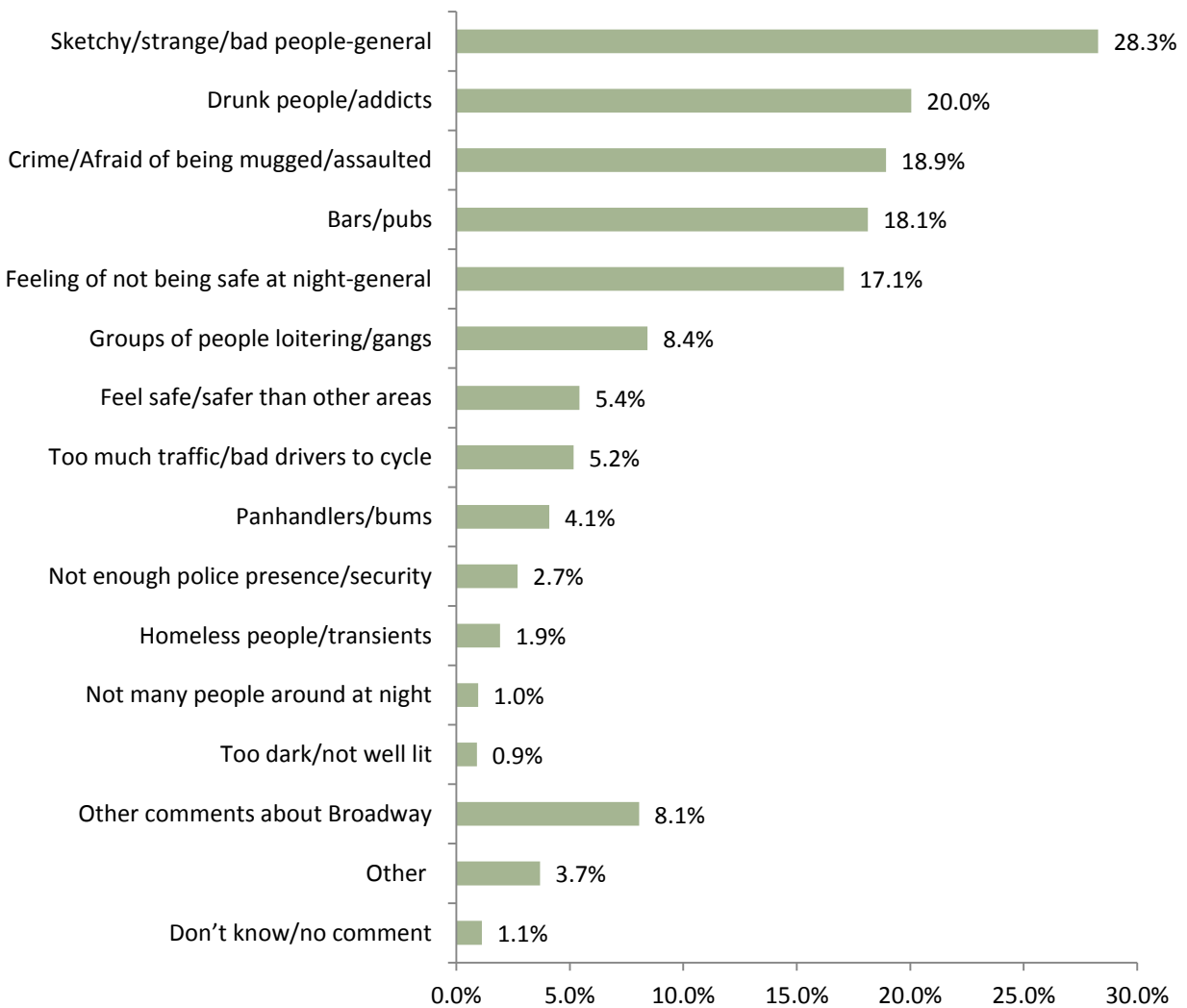
Some of the people hanging around, especially the McDonalds.

The bus terminal is quite filled with drugs and crime.

Broadway Business District

- Sketchy/strange/bad people in the Broadway area (28.3%)
- Drunk People/Addicts (20.0%)
- Criminal Activities/Afraid of being mugged or assaulted (18.9%)
- The presence of the bars and pubs (18.1%)
- General feeling of not being safe in this area (17.1%)

Panhandling was mentioned specifically by only 4.1% of survey respondents.



*Multiple responses possible

Street kids' have invaded Broadway at night. I have experienced them 'swarming' individuals.

Too many intoxicated people wandering the streets.

Too many large groups of people, mostly young, hanging around the numerous bars, walking the street. It is a balancing act avoiding the groups on the street.

Too many people getting jumped and beat up in Saskatoon.

Too many weird people over there.

Stories of people getting mugged by groups of teenagers, lots of people drunk at night on the weekend, drifters.

I work for a company that works with former criminals and am quite aware that this is a frequent area that they visit.

Heard that Broadway at night isn't a very safe place to be and that thugs and druggies hang around there a lot at night.

I've heard about robberies happening there lately.

Ever since this city has grown in the last three years, a lot more gangs have emerged and a lot more transients have moved into the city that makes me feel unsafe.

In the evening, there are many people drinking in the bars and it makes me feel uncomfortable to be around people who obviously have had too much to drink. Groups of young people are intimidating.

Gangs of younger people.

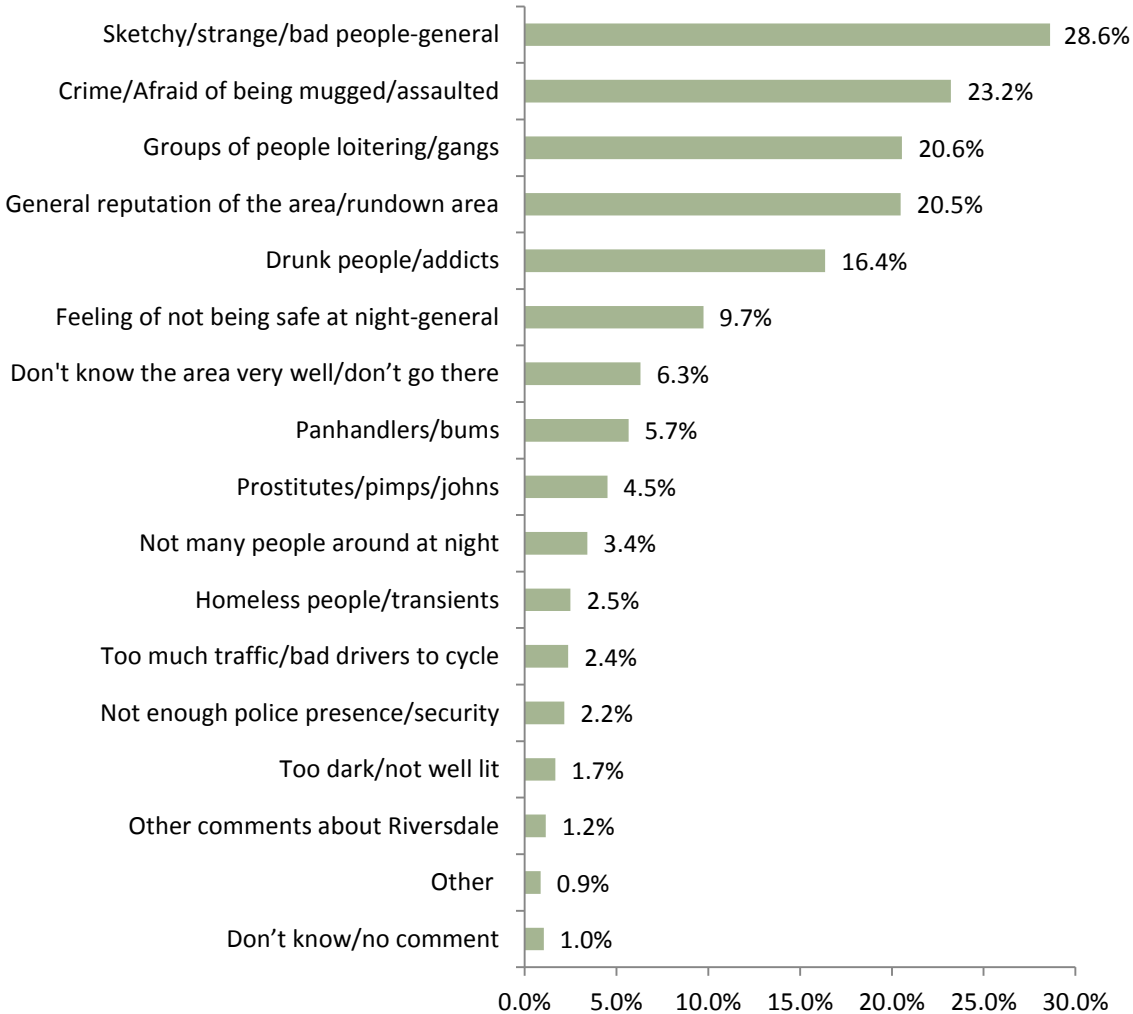
I would walk in the Broadway business area, but not alone. It is always safety in numbers.

Just the other night, I was walking around down there, I got approached by numerous people on different occasions asking me for money, smokes, if I wanted to come drink, etc.

Riversdale Business Area:

- Sketchy/strange/bad people in the Riversdale area (28.6%)
- Criminal Activities/Afraid of being mugged or assaulted (23.2%)
- Groups of people loitering/Perceived Gang Activity (20.6%)
- General reputation of the area (20.5%)
- Drunk People/Addicts (16.4%)

Panhandling was mentioned specifically by only 5.7% of survey respondents.



*Multiple responses possible

Gang activity in this area is very prevalent. They seem to do as they please with immunity for their actions.

The area has a longstanding reputation that most Saskatoon residents would be lying about if they claimed to be unaffected by it. The reputation is, unfortunately, supported by more numerous/regular instances of public intoxication and other worrying behaviours.

Alcohol/drug users, lack of police presence.

I used to live there. Too many Indians and tough drunks and gang ties around.

Marginalized, financially desperate individuals are increasing in the Riverside business areas.

All the people that you see 'tweeted' out walking down 20th. The prostitutes and the riff raff hanging out on the streets. Went into Great West Furniture and the guy standing out front was so drunk he peed himself.... Nice...like I am going back there!

Choose one or more:
Aboriginal thugs and lowlifes.
Low income dipshit losers.
Hookers, druggies and intoxicated crackers or meth-heads. Drunk, stoned and hairspray-huffing natives.

I do not see enough policing through the area at night in correspondence with the transient population who take shelter there in the evenings. I used to live on 20th Street and drove the main 20th, 19th and 18th Street corridors quite frequently and saw enough situations that I just avoid it all together in the evenings for the most part now.

The area is known for its high crime rate, drug use, and prostitution.

Have had my kids attacked in the area. Have been tailed by vehicles in the area. Walked through while pregnant and walking with a child.... Asked 'how much' if 200 was good.

Homeless people.

Low income area with problems with housing, graffiti, children out late at night because their parents don't care. I know it's not all, but quite a few. I was born and raised in Riversdale. Hate to see it deteriorate so much.

Quite a few beggars and panhandlers; groups of loiterers.

In-Person Consumer Intercepts

The in-person intercepts with Saskatoon residents further emphasized the varying amount of street activity people perceive in these locations. Although somewhat qualitative in nature, highlighted below are some factors that impact the perceptions of residents regarding the specific locations they were visiting.

Downtown

During the day it's fine because it's busy downtown and there are lots of people around. Also there are police walking around. During the night there is different people downtown. Also, there is lots of bars downtown and you see **people who are under the influence**.

During the day and at night you can walk on 2nd Avenue in front of the Lighthouse down to McDonalds and it is pretty bad. Also by Odeon is bad Saturday and Friday nights. What looks to be **gang members** are out, it doesn't matter what time of night they are always **fighting** on the street by the McDonalds area. During the weekday it's okay. It is the weekends that are bad.

During the day the **panhandlers** are a nuisance. You can't even walk on 21st street in front of Midtown Plaza. The police got rid of the panhandlers in front of McDonalds but they are still in front of the Midtown Plaza.

At night I don't feel safe because I have seen **street fights**. They are pretty horrible and someone gets really hurt.

Day or night I don't feel safe because there are **people hanging around** and staring at you and you don't know what their purpose is. They might be on something and you don't know what they will do if they approach you. They seem unpredictable.

During the day I feel safe because I go into safe areas, like the mall or walking up the river, where there are lots of people around. At night I do not feel safe because of the **things that I heard on the news** and it's not just panhandlers it's **people getting attacked and stuff**. It feels like it's gotten more unsafe.

At night somewhat unsafe because people are stupid and willing to **stab** you for a smoke. That happened to me and my buddy. And during the day it is very safe because you can see a lot more things and a lot more people are out that could help you if someone was trying to hurt you.

You always feel safe during the day. The sun out. Who would jump a person when there are lots of people around?

Don't feel safe at night because you don't know if something goes wrong you might end up getting caught in a line of fire. Many **people hanging around downtown have weapons**.

I feel fine both during the day and the night because I am brown. I just mostly ignore what is going on.

Because it's Saskatoon and because they are not violent. They are friendly people minding their own business.

During the day I feel safe because there are other people around. At night I don't feel because you don't know who is walking around.

I've been approached by semi-aggressive sounding presumably **drunk or intoxicated people** downtown. This does not make me feel safe.

At night I don't feel safe because that's when **drug deals and stabbings** happen.

During the day there are lots of people around and at night time there are not as many people around and the people can be more **aggressive**.

During the day I feel somewhat safe. I think this is because I park in the parkade and there have been **people passed out** there and that's

kind of freaky. Sometimes when I am walking I see **smashed beer bottles and vomit**.

There are lots of **people loitering** downtown. This does not make you feel safe.

I feel comfortable when the Police are around.

I am **not scared of the panhandlers** but I am **scared of gang type individuals**.

During the day I feel unsafe because **drivers are rushing** to get where they need to go and not paying attention to pedestrians. It's not a pedestrian's world down here; it's an automobile world down here. At night it is the same issue. It's the traffic again.

I've called the police a few times. People are near the bus stops and they start **fighting** and I don't want them entering the store or coming after me if I am leaving work.

Riversdale

I feel safe because people know who I am. Everyone knows everyone down here.

I feel unsafe during the day because there are cops and people around. At night time it is fine as nobody is really around.

There are many **street fights** in this area at day and at night, it does not matter what time of day it is.

No problems

I am well known and no one bothers me down here.

It helps that I work in the area and have an idea of what it's like.

Just need to take caution that something may or could happen.

I feel safer during the day because there are cops and people around.

Feel safer at night time as no one is really around.

'Daytime I feel safe as there are many people around and you can see what is going on. I don't feel safe at night time, as there are very little people around and there are some **groups walking around** and you just don't know what they will do.

Night time I don't feel safe because **cops harass you** all the time.

I feel unsafe in this area because every day there is something going on.

I feel unsafe because there are many **gangs** on the street walking in groups that is the problem.

I feel safe in the day time, because you can see people. Not so much at night. At night time, you can see nothing; there are less people out and cops around.

Any time I don't feel safe. There are **groups of young people** like to hang out for nothing and cause **fight** with people.

Lots of **fighting** everywhere with **gangs**. I have been robbed 5 times before.

At night I feel unsafe. They have more patrol of police (bikes) and on foot in the day! But at night they don't.

You must be with people to walk down here at night or **you might get jumped**. During the day is not bad at all.

At night I feel unsafe. **Young people are always around** at night. The young ones (youth) come down this way and hang out.

Many of us are not in the right state of mind, and the **young people bring booze** and get their friends together for a drink. Then they bother all the straight people. The youth are the problem.

Broadway

I have been to Los Angeles; there is probably 50 times more crime rate. Have to be street smart. Stuff can happen anywhere.

During the day is fine as there is lots of people around and you see lots of police officers around and it's a main street.

Because I always have my dog with me and it doesn't seem like an unsafe area. I have no reason to feel unsafe.

Because it's Saskatoon. I don't scare easily.

I feel safer during the day because there are a lot of people around during the day. At night I don't feel as safe as there isn't as many people around.

Young people make me nervous because they don't seem gainfully employed and that's not a very good sign.

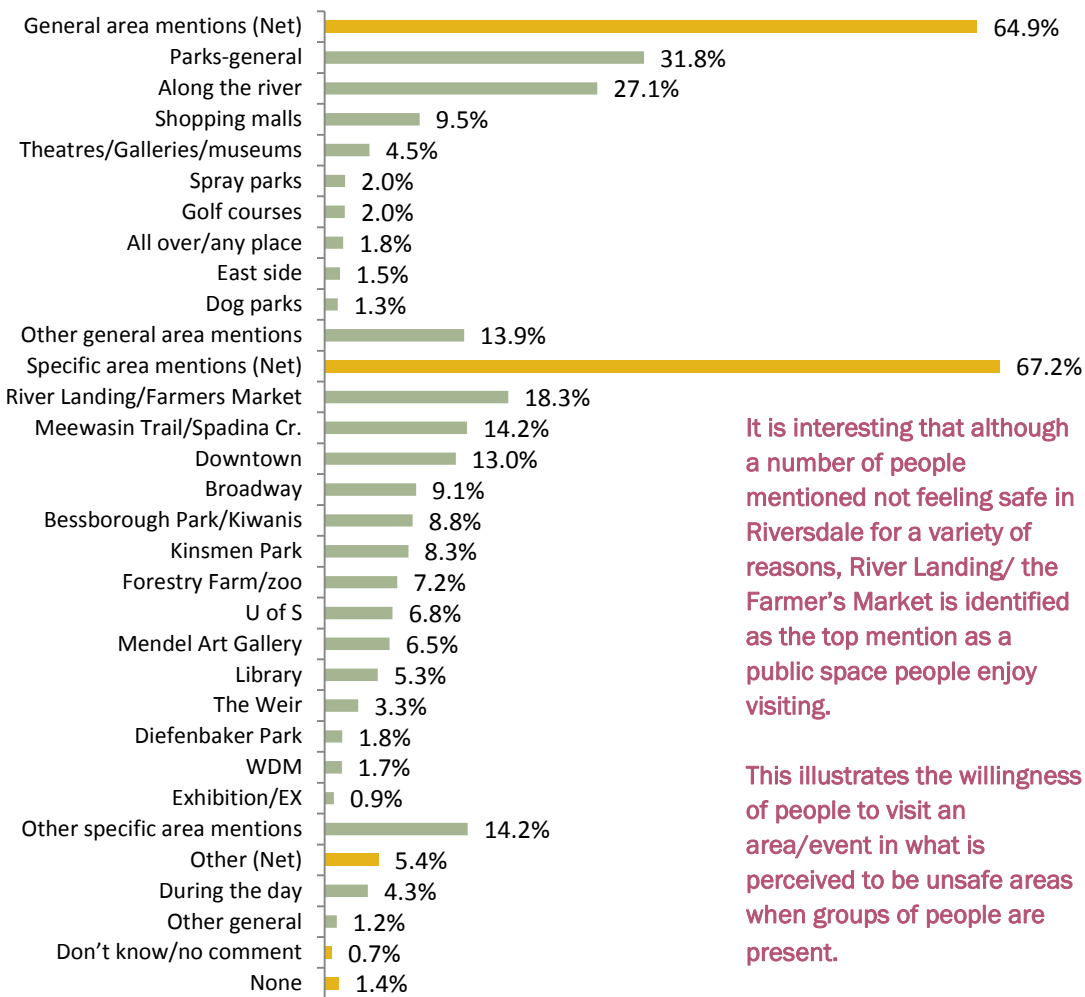
At night I don't feel as safe because people are loosing of their facilities when **they drink too much alcohol**.

Intercept Question: How safe do you feel walking or cycling in this area of the city during the day or at night?

AREAS AND EVENTS SASKATOON RESIDENTS ENJOY

In the survey, respondents were asked to finish the sentence, “Public spaces I enjoy visiting include...” Overall 64.9% indicated a general area (e.g. parks) and 67.2% indicated a specific area (e.g. Broadway). In general, parks (31.8%) and along the river (27.1%) were commonly referenced. Among specific areas mentioned, River Landing and the Farmers Market (18.3%), the Meewasin Trail/Spadina Crescent (14.2%), Downtown (13.0%), and Broadway (9.1%) are notable public spaces enjoyed by residents.

Public spaces I enjoy visiting include...



It is interesting that although a number of people mentioned not feeling safe in Riversdale for a variety of reasons, River Landing/ the Farmer's Market is identified as the top mention as a public space people enjoy visiting.

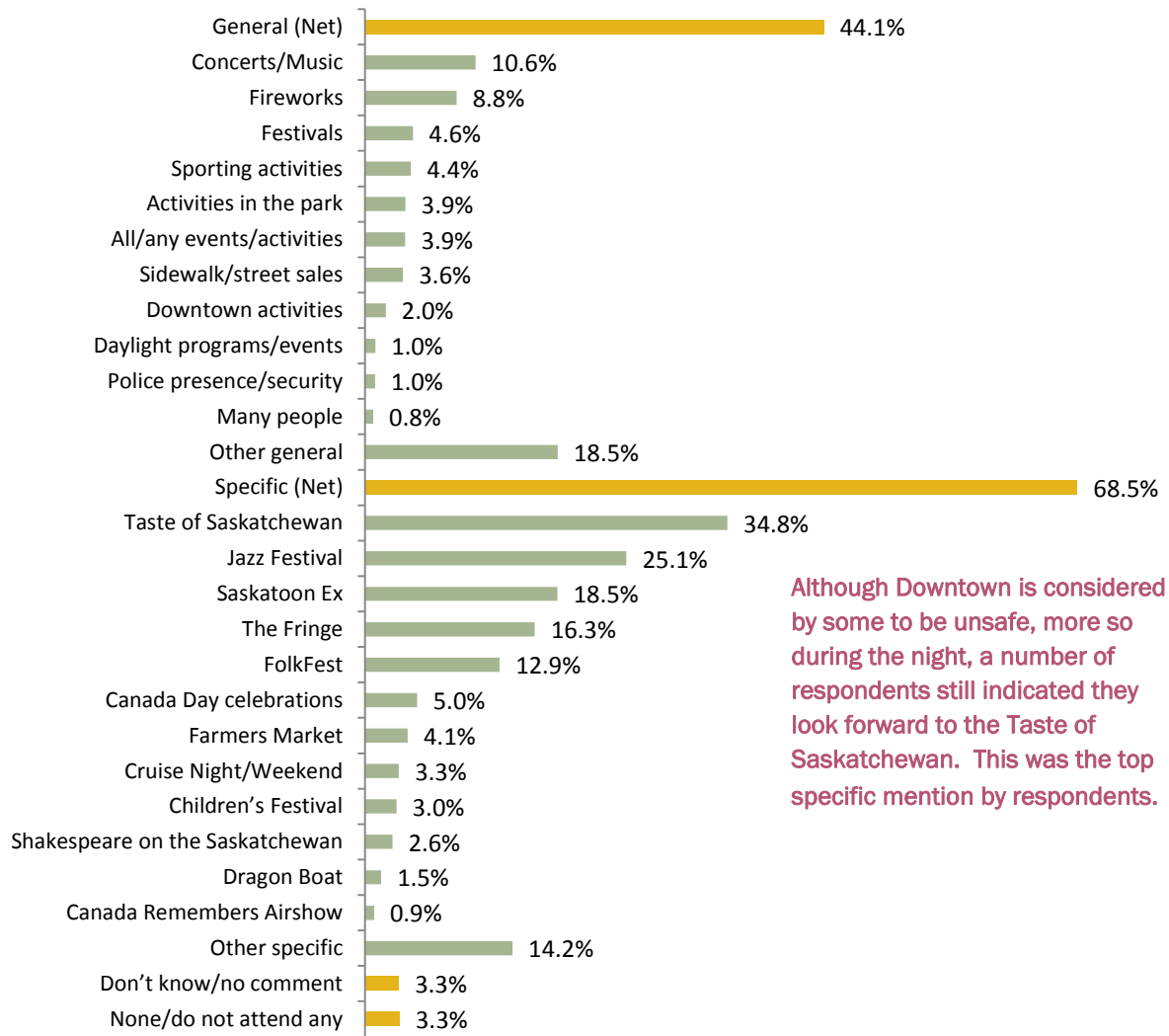
This illustrates the willingness of people to visit an area/event in what is perceived to be unsafe areas when groups of people are present.

Q10. Next we'd like to understand how you feel about public spaces in Saskatoon. Please finish the following sentences: (N=621)

*Multiple responses possible

In the survey, respondents were asked to finish the sentence, “Events in public spaces that I look forward to include....” Overall 44.1% indicated general events (e.g. festivals) and 68.5% indicated specific events (e.g. Jazz Festival). Among general events, concerts and music events are referenced by 10.6%, while fireworks are mentioned by 8.8%. The Taste of Saskatchewan is a specific event that over one third (34.8%) look forward to, while one quarter (25.1%) look forward to the Jazz Festival and two in ten (18.5%) look forward to the Saskatoon Ex.

Events in public spaces that I look forward to include...



Q10. Next we’d like to understand how you feel about public spaces in Saskatoon. Please finish the following sentences: (N=621)

*Multiple responses possible

EXPERIENCE WITH STREET ACTIVITY

Survey respondents were asked the following question:

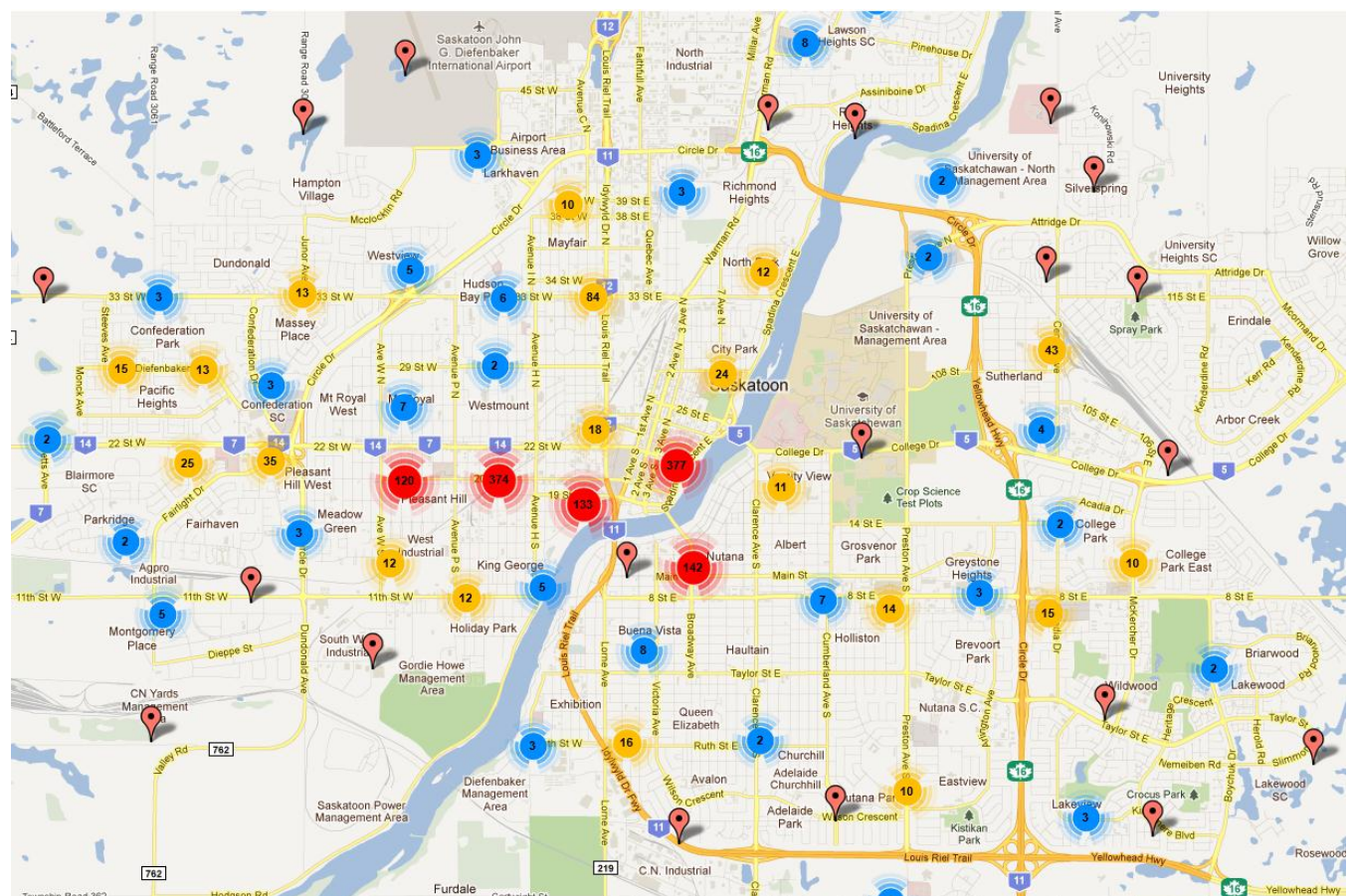
Q12. Please indicate on the map where you have witnessed or encountered negative street activity in the past 12 months....

Using Google Maps, respondents were able to zoom down to the street level to indicate where they had experienced what they had perceived to be negative street activity.

The following map illustrates the frequency of selection. The number displayed on the map represents the number of times respondents selected this area.

As can be seen in the map below, the incidence of street activity is heavily concentrated not only in the downtown area but in the Broadway area and along 19th, 20th, and 22nd Streets.

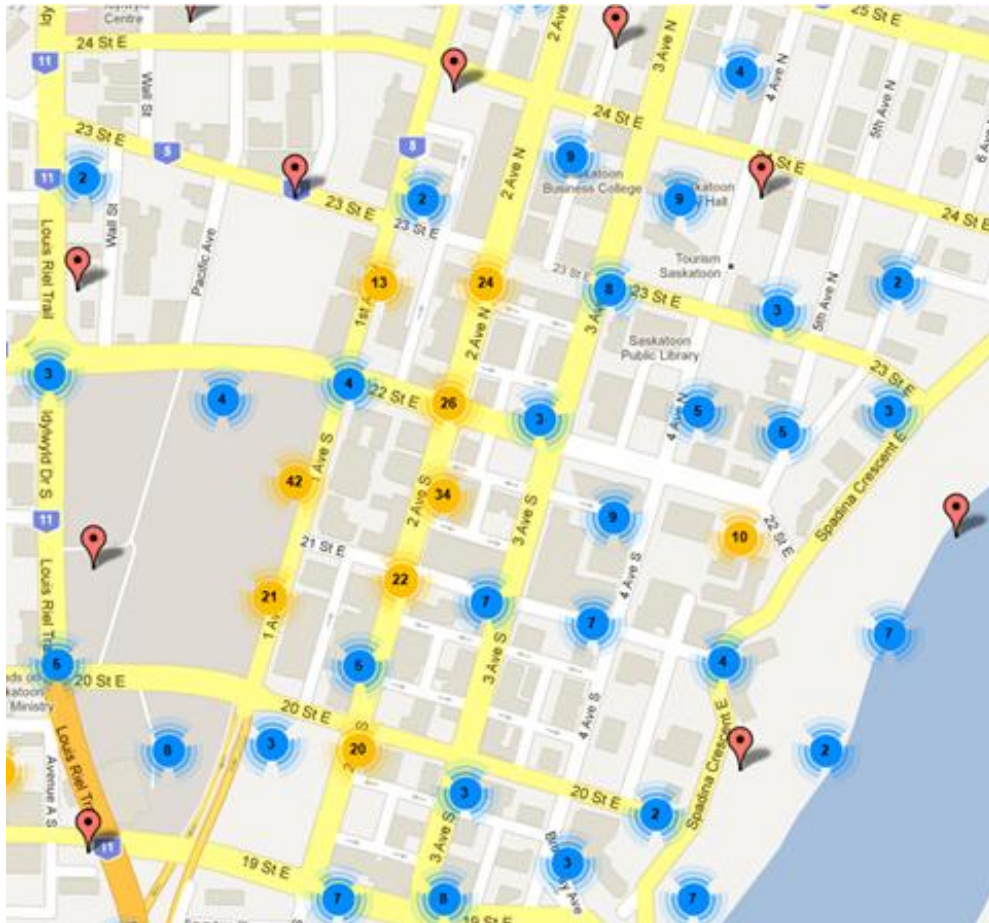
Map 1 - Survey Map of Street Activity



LEGEND: RED – AREAS OF PROPORTIONALLY HIGHER INCIDENCE, YELLOW – AREAS OF MODERATE INCIDENCE, AND BLUE – AREAS OF LOW INCIDENCE

In the downtown area, both 1st and 2nd Avenues were the most commonly cited areas of street activity.

Map 2 - Survey Map of Street Activity in Downtown Saskatoon



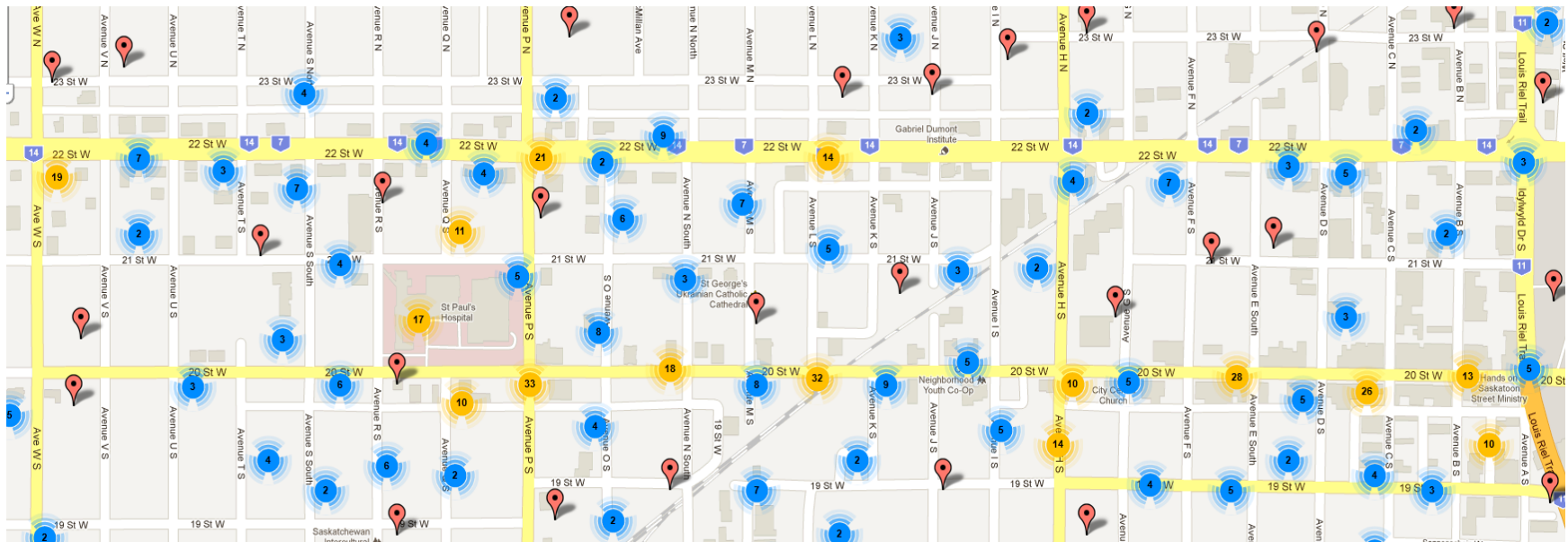
LEGEND: RED - AREAS OF PROPORTIONALLY HIGHER INCIDENCE, YELLOW - AREAS OF MODERATE INCIDENCE, AND BLUE - AREAS OF LOW INCIDENCE

Picture 1 - 2nd Avenue (between 21st and 23rd)



Street activity was also prevalent on streets such as 19th, 20th, and 22nd. Along 20th Street, the incidence is high at many corners, particularly Avenues B, C, E, H, L, N, and P. Following is a map regarding the prevalence of street activity in this area.

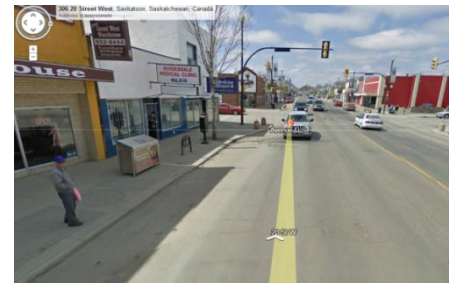
Map 3 - Survey Map of Street Activity on 19th, 20th, and 22nd.



LEGEND: RED - AREAS OF PROPORTIONALLY HIGHER INCIDENCE, YELLOW - AREAS OF MODERATE INCIDENCE, AND BLUE - AREAS OF LOW INCIDENCE

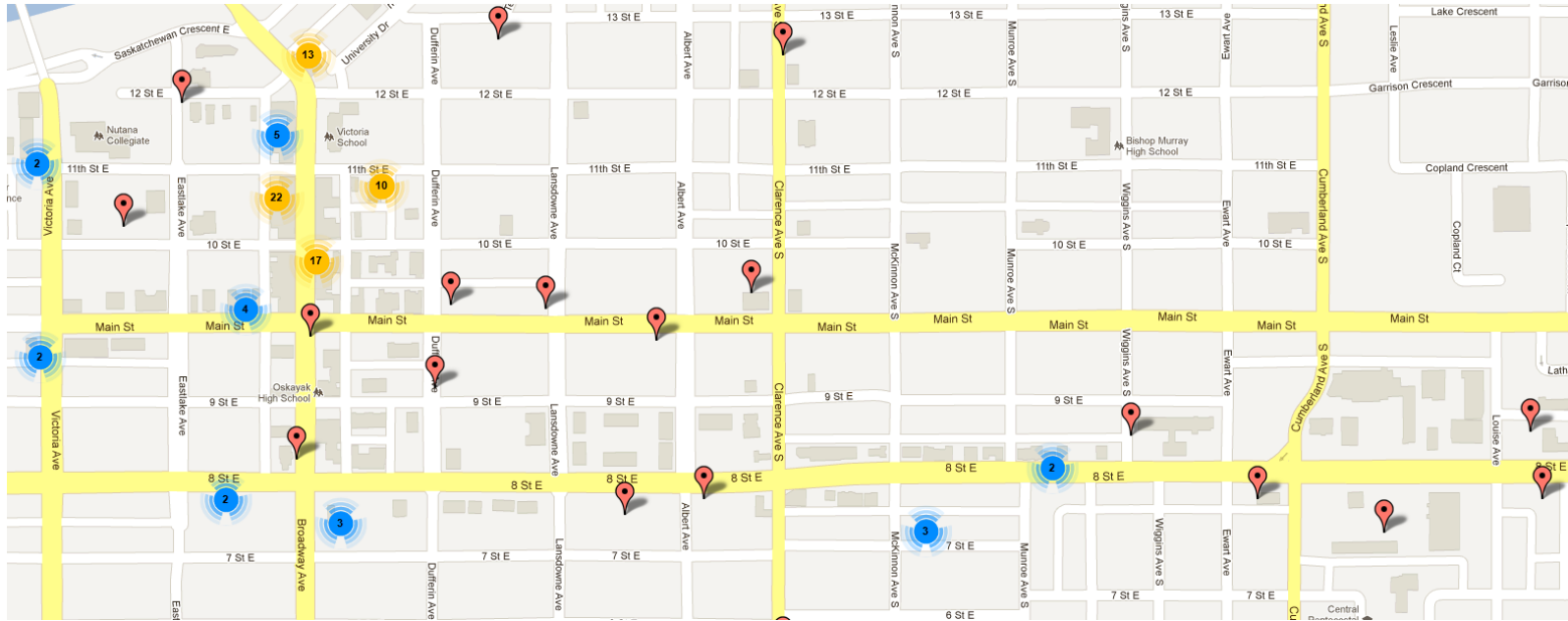
Picture 2 - 20th and Avenue E

Picture 3 - 20th between Avenue C and D



Street activity in the Broadway area was mentioned most commonly between 10th Street and 11th Street.

Map 4 - Survey Map of Street Activity on Broadway and 8th Street



LEGEND: RED – AREAS OF PROPORTIONALLY HIGHER INCIDENCE, YELLOW – AREAS OF MODERATE INCIDENCE, AND BLUE – AREAS OF LOW INCIDENCE

Picture 4 - Broadway between 10th and 11th Street

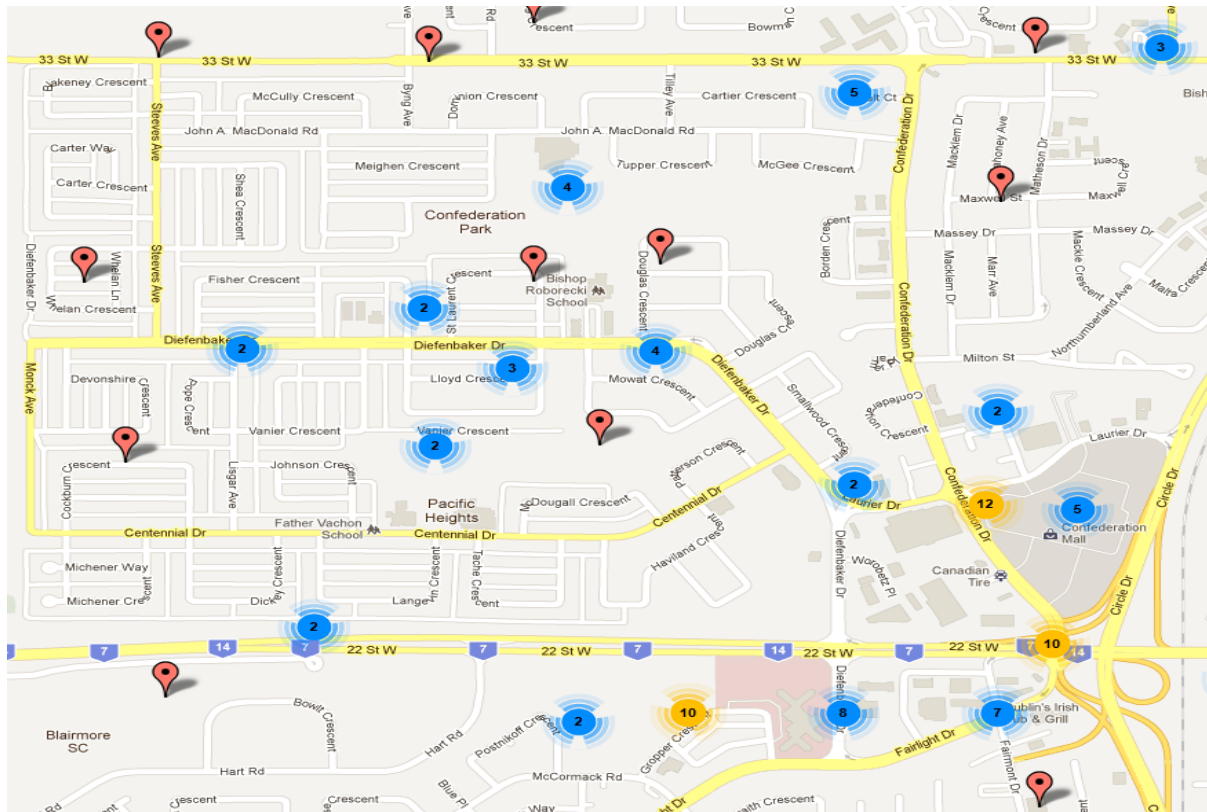


Picture 5 - Broadway (11th Street)



Street activity in the Confederation area was mentioned most commonly near the Confederation Mall.

Map 5 - Survey Map of Street Activity in Confederation.



LEGEND: RED – AREAS OF PROPORTIONALLY HIGHER INCIDENCE, YELLOW – AREAS OF MODERATE INCIDENCE, AND BLUE – AREAS OF LOW INCIDENCE

Picture 6 - Confederation and Diefenbaker Drive



EXPERIENCE WITH PANHANDLING

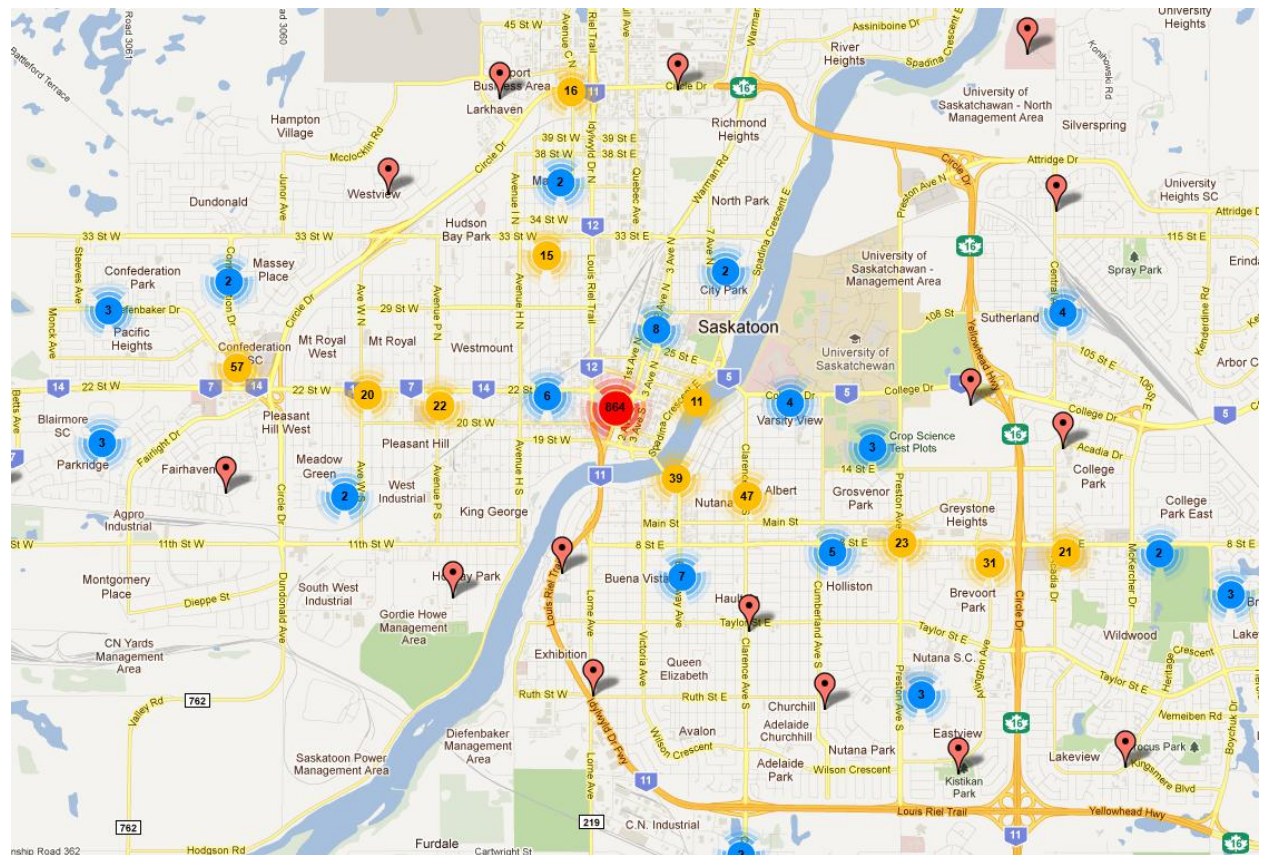
Survey respondents were asked the following question:

Q12. Please indicate on the map where you have witnessed or encountered panhandling in the past 12 months ...

Using Google Maps, respondents were able to zoom down to the street level to indicate where they had experienced what they perceived to be panhandling.

The following map illustrates the frequency of selection.

Map 6 - Survey Map of Panhandling



LEGEND: RED – AREAS OF PROPORTIONALLY HIGHER INCIDENCE, YELLOW – AREAS OF MODERATE INCIDENCE, AND BLUE – AREAS OF LOW INCIDENCE

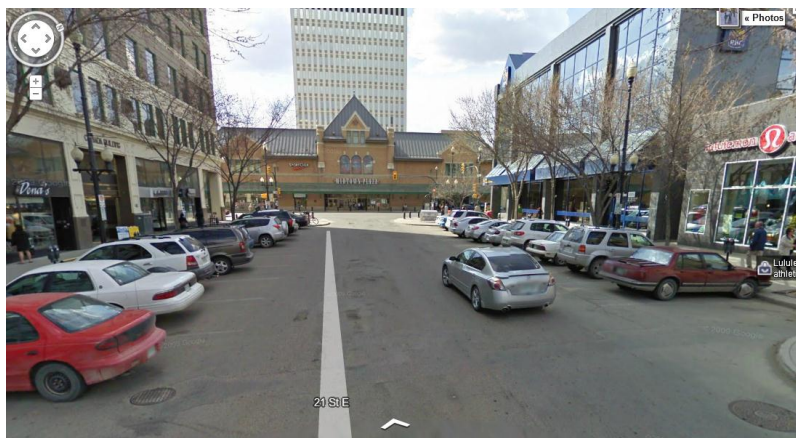
Focusing on the downtown area, the highest incidence of panhandling is in front of the Midtown Plaza and on 21st Street and 2nd Avenue.

Map 7 - Survey Map of Panhandling in Downtown Saskatoon

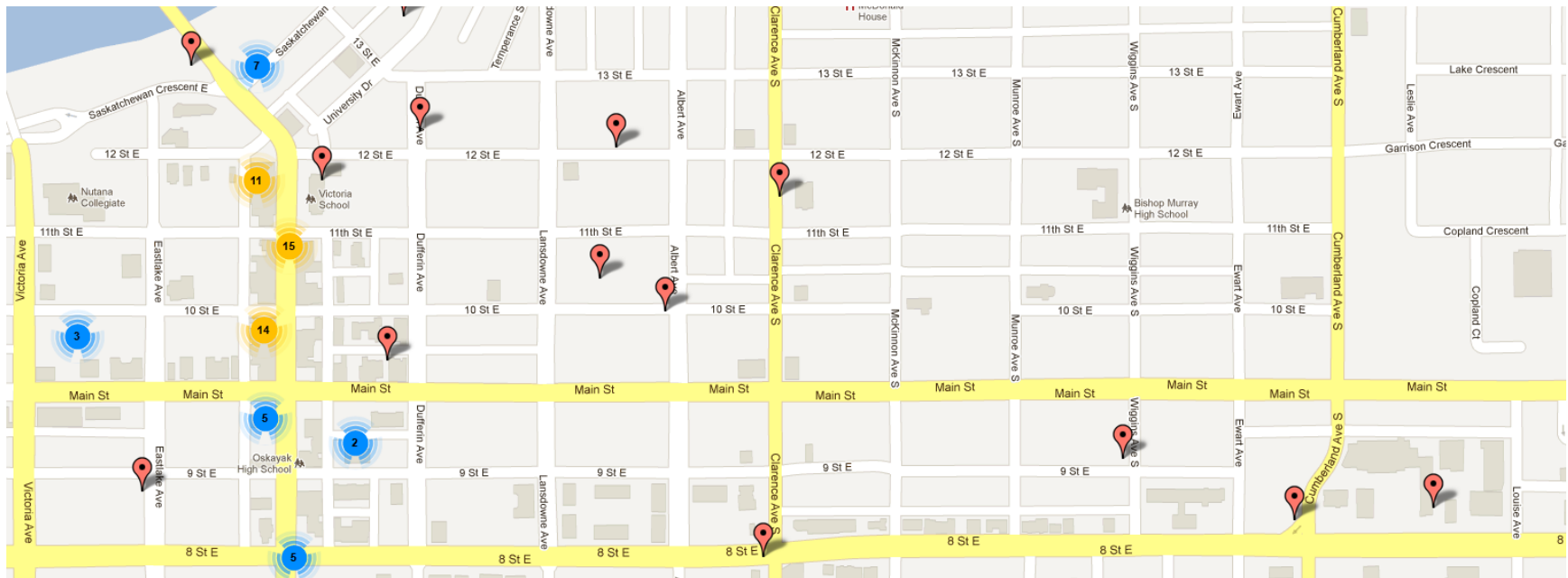


LEGEND: RED - AREAS OF PROPORTIONALLY HIGHER INCIDENCE, YELLOW - AREAS OF MODERATE INCIDENCE, AND BLUE - AREAS OF LOW INCIDENCE

Picture 7 - 21st Avenue looking towards Midtown Plaza



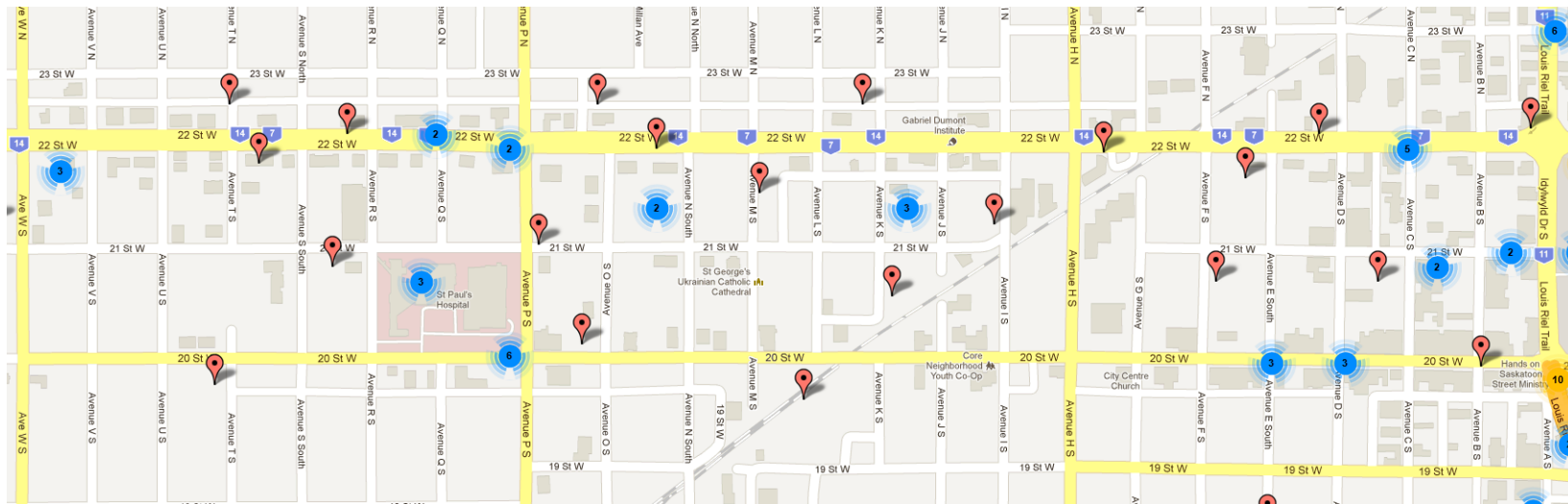
Map 8 - Survey Map of Panhandling in Broadway and 8th Street Areas



LEGEND: RED – AREAS OF PROPORTIONALLY HIGHER INCIDENCE, YELLOW – AREAS OF MODERATE INCIDENCE, AND BLUE – AREAS OF LOW INCIDENCE

In terms of the incidents of panhandling on the east side of the city, the majority appears to be in the Broadway area as opposed to 8th Street, given the yellow clusters along Broadway Avenue. In particular, panhandling was concentrated between 10th Street and 12th Street.

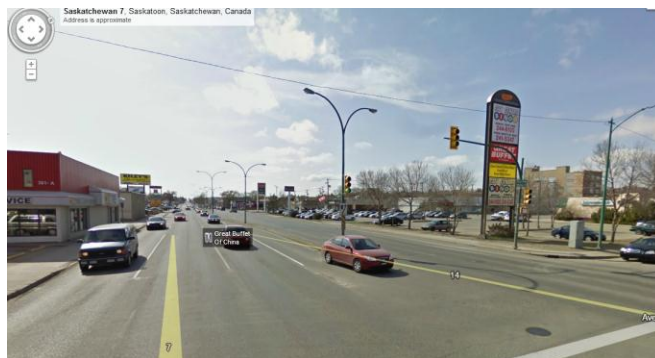
Map 9 - Survey Map of Panhandling on 21st, 22nd and 20th Street



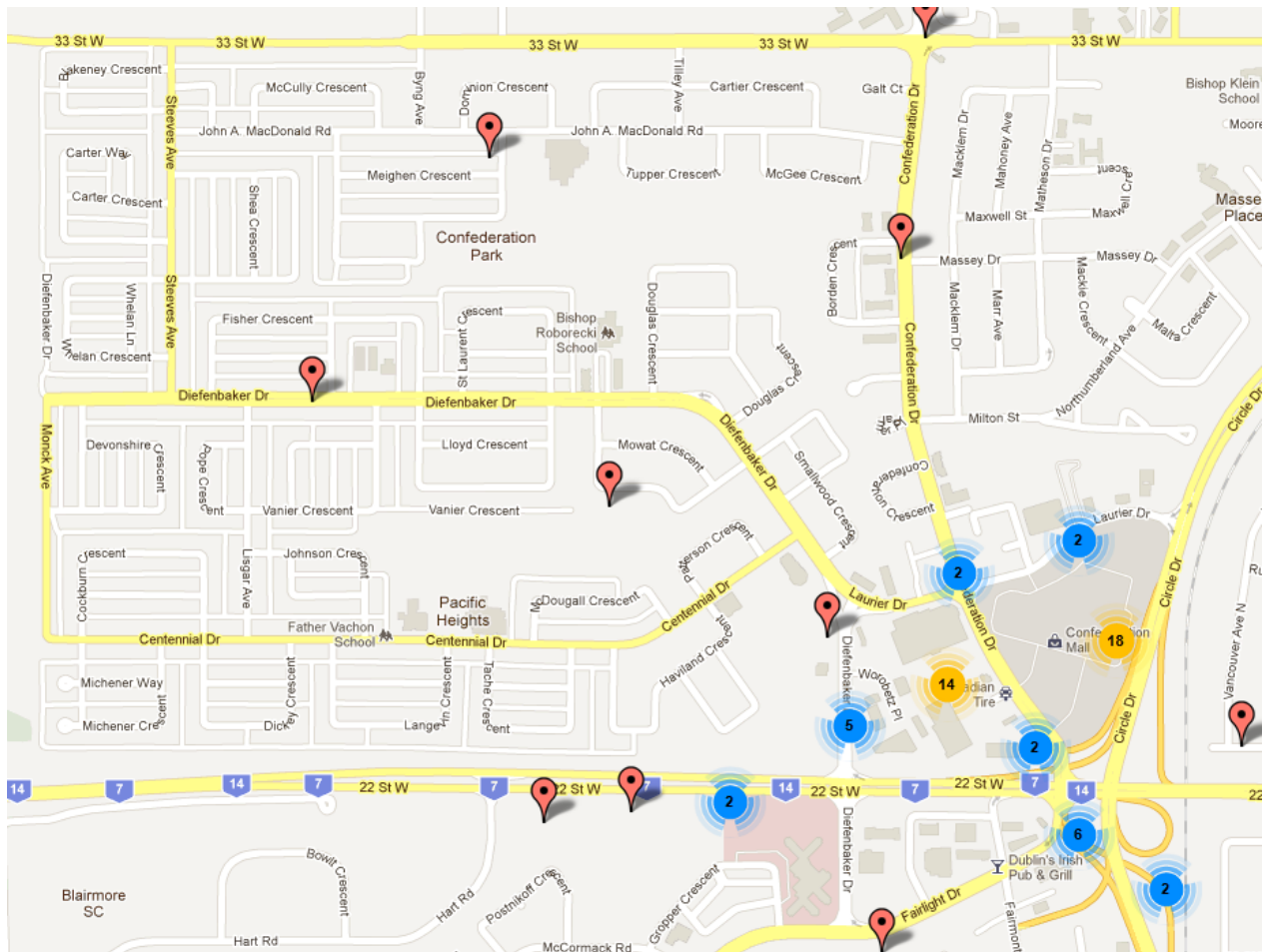
LEGEND: RED – AREAS OF PROPORTIONALLY HIGHER INCIDENCE, YELLOW – AREAS OF MODERATE INCIDENCE, AND BLUE – AREAS OF LOW INCIDENCE

The incidence of panhandling reported by survey respondents was generally less along 22nd, 21st and 20th Street compared to other areas of the city. This could be influenced by the number of times the survey respondents visit this area of the city. For those that did report panhandling in this area, it tended to occur in the same areas as other street activity, namely on 20th Street between Avenue C and E and near 22nd Street and Avenue C.

Picture 8 - 22nd and Avenue C



Map 10 - Survey Map of Panhandling in Confederation

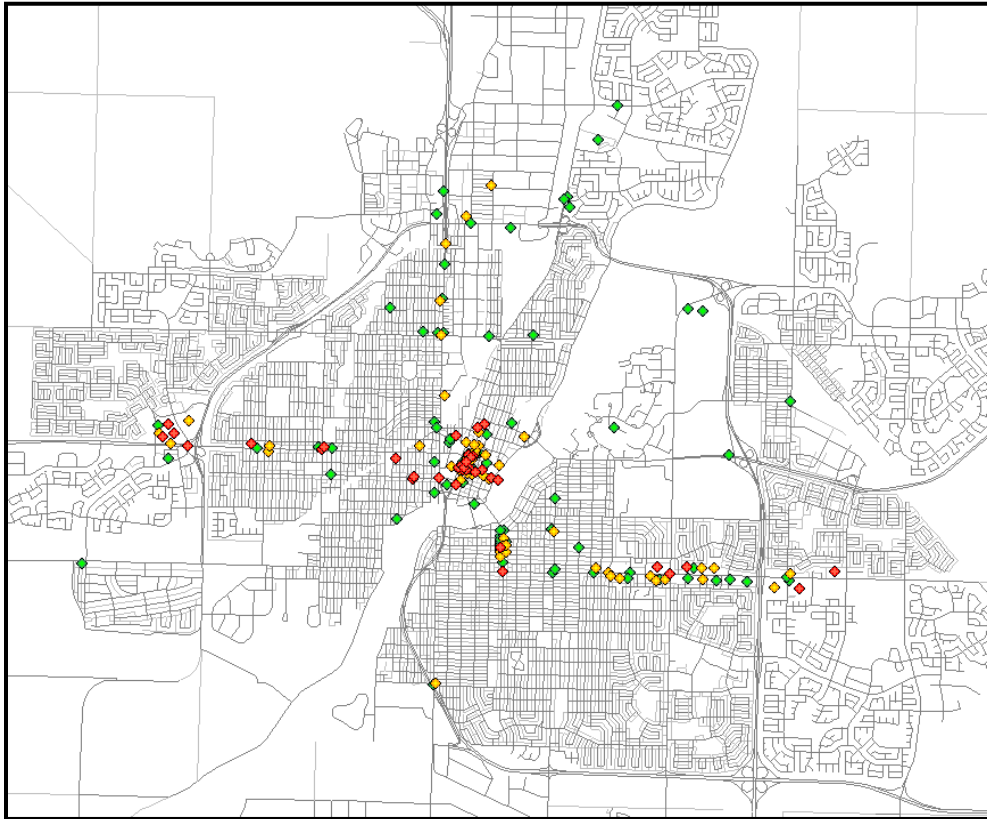


LEGEND: RED - AREAS OF PROPORTIONALLY HIGHER INCIDENCE, YELLOW - AREAS OF MODERATE INCIDENCE, AND BLUE - AREAS OF LOW INCIDENCE

In terms of panhandling, majority of the activity is beside the Confederation Mall and near the Superstore and Canadian Tire stores.

The researchers were also provided, by the Saskatoon Police Service (SPS), details on the actual number of reports of panhandling in Saskatoon. Below is a map of Saskatoon with the incidence of panhandling reported to the SPS.

Map 11 - SPS Reports of Incidences with Panhandlers (Spatial distribution of 10-83 CAD call in the past 5 years)



LEGEND: GREEN - 1 CALL; YELLOW - 2 CALLS; RED - 3 OR MORE CALLS

In the survey, respondents were asked to indicate where in Saskatoon they had experienced panhandling. Similar to what was reported above, the incidences of panhandling were concentrated in:

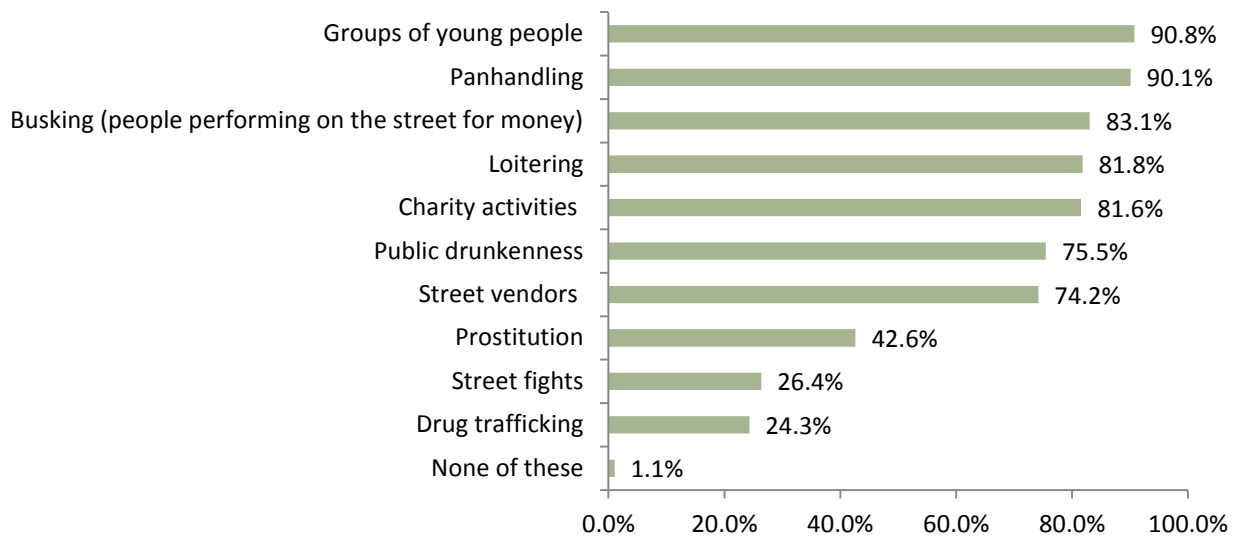
- Downtown,
- Confederation Mall,
- Broadway, and
- Along 8th Street.

However, the survey respondents were much more likely to indicate they had experienced panhandling in the downtown area. This difference is likely due to the proportion of survey respondents that have actually visited the different areas of the city.

DETAILS ON STREET ACTIVITY

In addition to the location where the respondent experienced street activity, details on that experience were examined. In the survey, respondents were presented with a list of ten different public occurrences and asked which they have witnessed or encountered in public spaces in the *past twelve months*.

A majority have encountered many of these happenings, with groups of young people (90.8%) and panhandling (90.1%) being encountered with the highest prevalence. Busking (83.1%), loitering (81.8%), and charity activities (81.6%) were also commonly encountered, followed by public drunkenness (75.5%) and street vendors (74.2%).



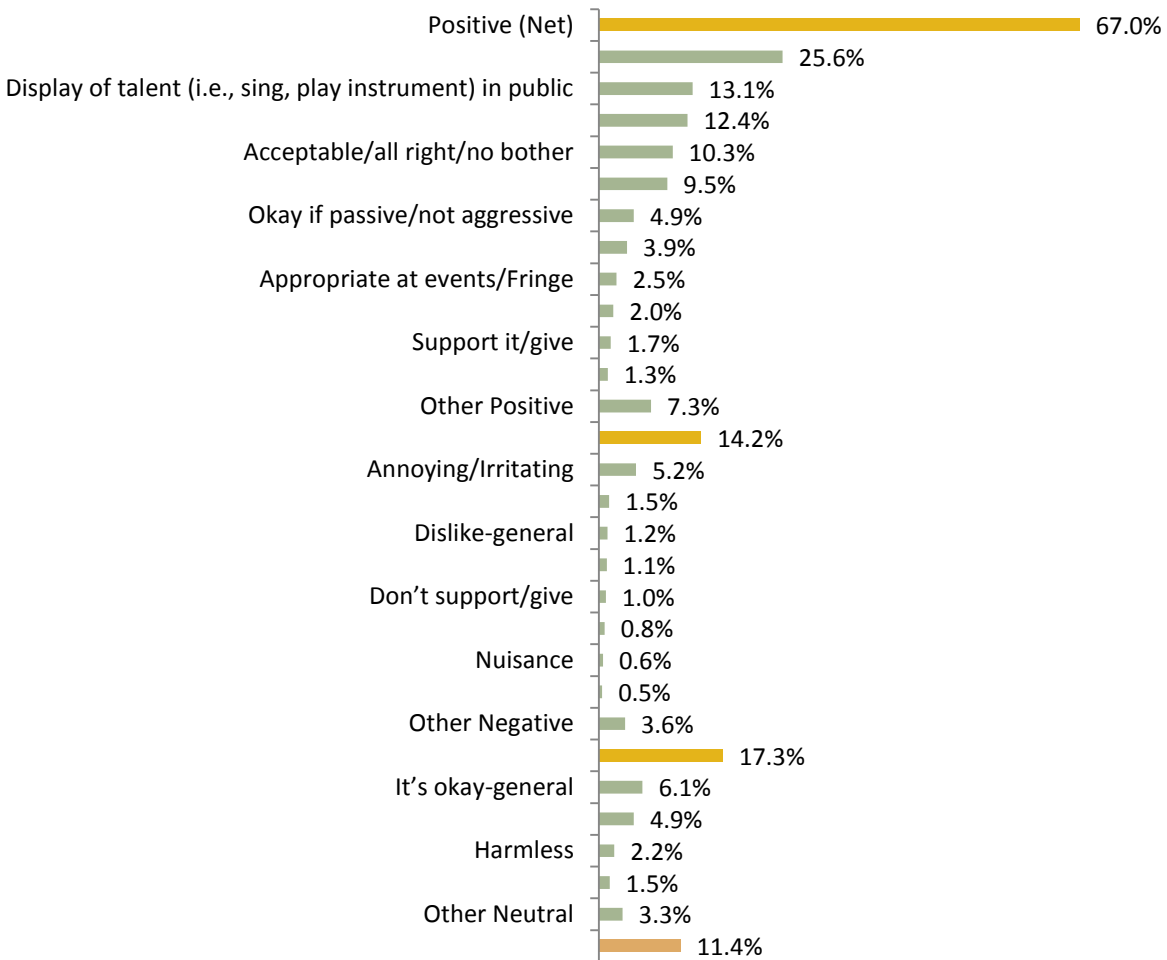
12. Which of the following activities have you witnessed or encountered in public areas in Saskatoon, such as on streets, in parks, or outside of businesses, within the past 12 months? Base: All respondents, n = 621.

Defining Street Activity

In addition to asking respondents for their experiences with different types of street activity, the survey probed into more detail on their perceptions of three distinct types of street activity, **specifically busking, panhandling, and loitering**, and asked respondents to describe each of these occurrences in their own words.

Busking

Overall, a strong majority (67.0%) of descriptions provided for busking were positive. 14.2% of survey respondents described busking negatively and 17.3% were neutral on the activity. One quarter (25.6%) described people performing or playing music for money while over one in ten referenced a display of talent in public (13.1%) or busking as entertaining (12.4%).

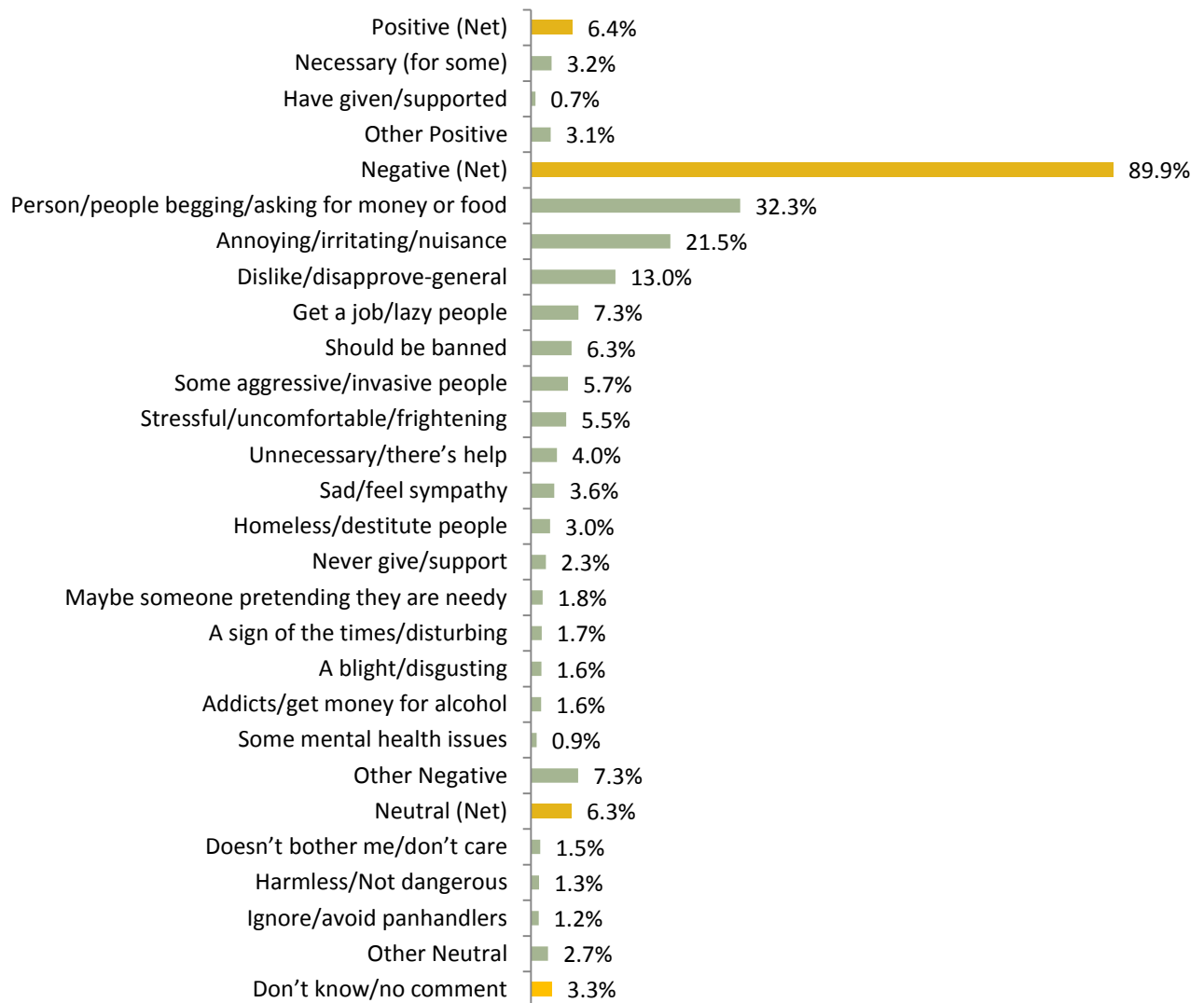


Q11. In your own words, how would you describe... (N=621)

*Multiple responses possible

Panhandling

The unprompted, open ended descriptions of panhandling were more negative than previous descriptions of busking. Nine in ten (89.9%) described panhandling negatively, with one third (32.3%) described the occurrence as a person begging or asking for money. Two in ten (21.5%) described panhandling as annoying, irritating, or a nuisance, while over one in ten (13.0%) dislike or disapprove of panhandling in general.

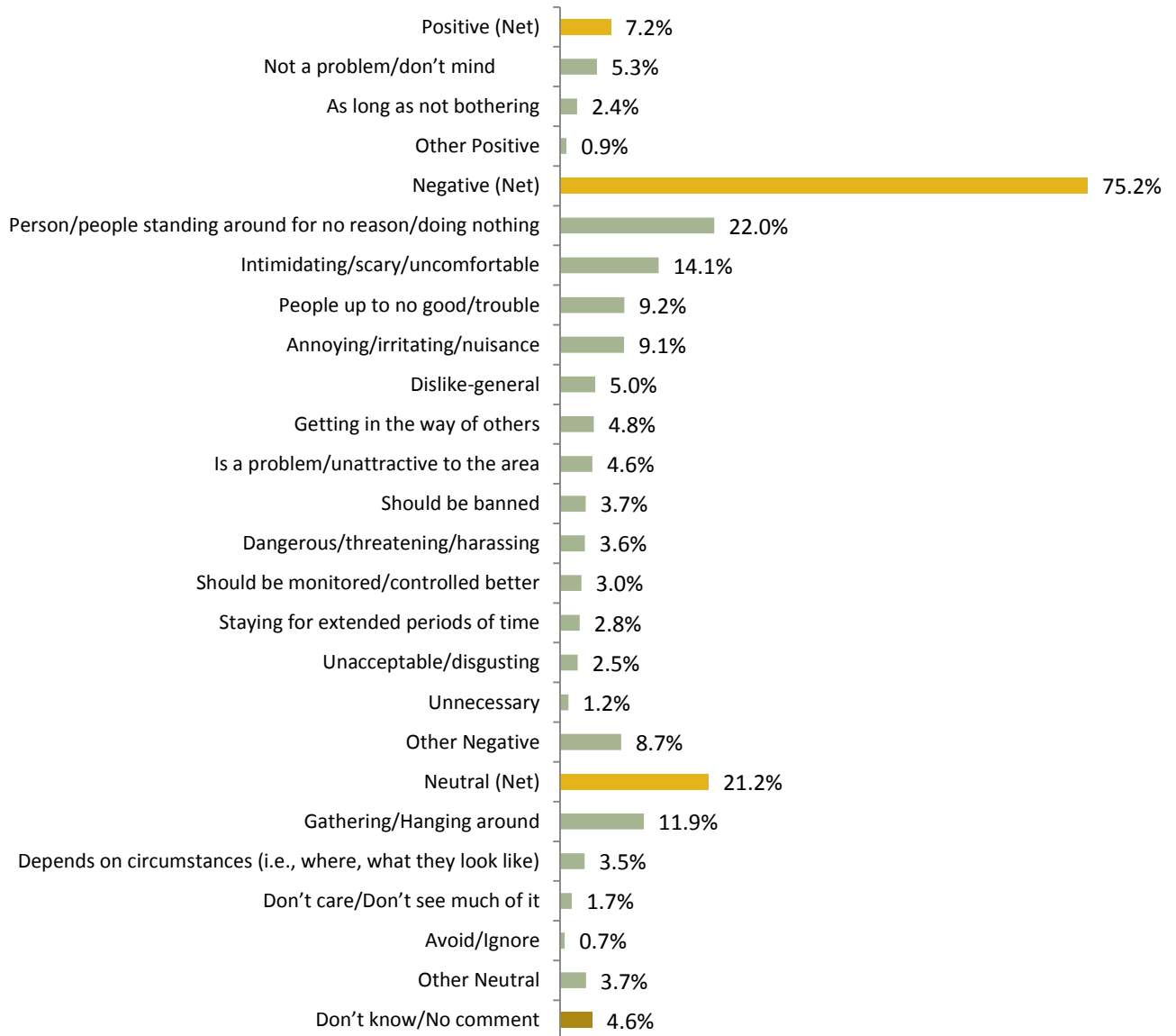


Q11. In your own words, how would you describe... (N=621)

*Multiple responses possible

Loitering

Similar to descriptions of panhandling, respondents described loitering in largely a negative way. Overall, three quarters of residents (75.2%) described loitering negatively, with two in ten (22.0%) describing people standing around for no reason and doing nothing, while over one in ten (14.1%) described being uncomfortable with loitering people.



Q11. In your own words, how would you describe... (n=621)

*Multiple responses possible

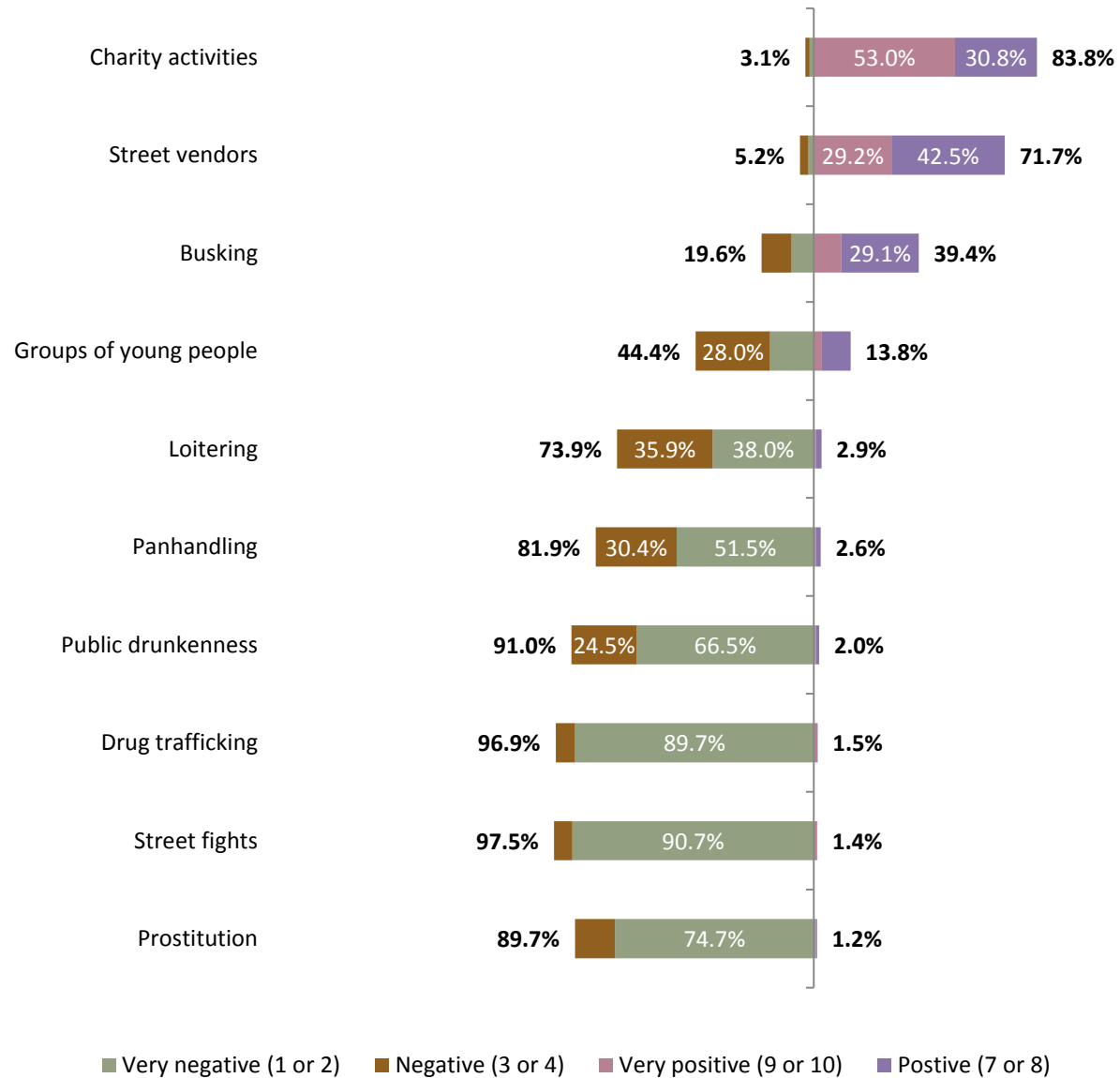
Perceptions of Street Activity

Respondents were asked to indicate how much of an impact they feel each of the activities have on public safety in Saskatoon. When respondents used a ten point scale, where 1 is “very negative impact on public safety” and 10 is “very positive impact on public safety,” the activities seen to have the most positive impact overall, with residents rating it a 7 out of 10 or higher, include charity activities (83.8%), street vendors (71.7%), and busking (39.4%).

Most of the other activities were perceived of as largely having a negative impact on public safety, with approximately 90% mentioning drug trafficking and streets fights as being very negative. A lower proportion of respondents indicated panhandling as having a very negative impact on public safety (51.6%).

	Charity activities	Street vendors	Busking	Groups of young people	Loitering	Panhandling	Public drunkenness	Prostitution	Drug trafficking	Street fights
Very negative (1 or 2)	1.6%	2.0%	8.3%	16.4%	38.0%	51.5%	66.5%	74.7%	89.7%	90.7%
Negative (3 or 4)	1.5%	3.2%	11.3%	28.0%	35.9%	30.4%	24.5%	15.0%	7.2%	6.8%
Neutral (5 or 6)	13.2%	23.0%	40.9%	41.7%	23.2%	15.4%	7.0%	9.2%	1.6%	1.2%
Positive (7 or 8)	30.8%	42.5%	29.1%	10.8%	2.1%	1.8%	1.2%	0.4%	0.5%	0.3%
Very positive (9 or 10)	53.0%	29.2%	10.3%	3.0%	0.8%	0.8%	0.8%	0.8%	1.0%	1.1%

Following is a graph with the very negative, negative, positive and very positive percentages. **Neutral is excluded (a rating of 5 or 6)**. This illustrates the percentage of residents that perceive the activity as having a negative or positive impact on public safety.

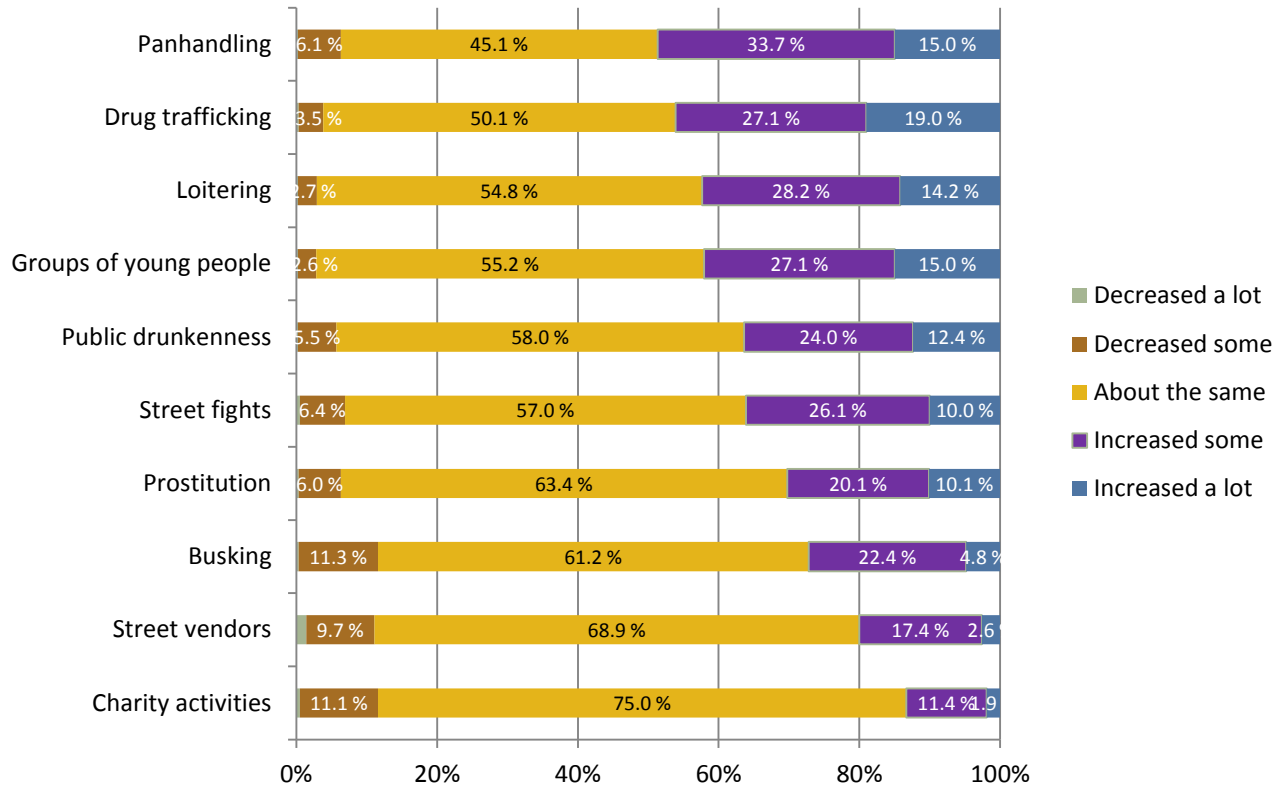


Q13. How much of a positive or negative impact does each of the following have on public safety in Saskatoon? Base: All respondents, n = 621.

Respondents were asked to indicate if they thought these activities were increasing or decreasing over the past three years.

Panhandling is seen by nearly one half of responding residents (48.7%) as increasing either some (33.7%) or a lot (15.0%).

Drug trafficking (46.1%), loitering (42.4%), and groups of young people (42.1%) are also seen as increasing either some or a lot.



Q14. Do you feel each of these activities has increased, decreased, or remained about the same, compared to three years ago?
Base: All respondents, n = 621

In-Person Intercepts – Prevalence of Negative Street Activity

To better understand the prevalence of panhandling and street activity in the different areas of the city, interviewers conducted intercepts with residents to better gain an appreciation for the types of activities occurring in the different areas. Of those interviewed, here are a few comments:

Downtown

Panhandling
During the day they are a nuisance. You can't even walk on 21st street in front of Midtown Plaza, it's very bad.
Panhandlers here are not dangerous.
They are all the same people.
Seeing the panhandling is like an everyday thing.
They look like if you have money then they'll rob you
Reading the paper makes me think they are very negative
Drunkenness
Alcohol can make people aggressive down here
Most addictions like drugs and alcohol can make people do things like stabbing. It's worse now because people don't know where to go to get help.
On 2 nd there is all the bars and young people can get pretty riled up.
I've encountered when they've been in inebriated or on drugs and you don't know what can happen
They might try to push you around
Criminal Activities
There is violence, drugs and gangs in this area.
Gangs are a problem because there is a lot of young people that are influenced to join them.
More gang activities, more rapid drug use.
My friends move to Warman. They used to live by the bus terminal. There were more break-ins and drug activity, they're a young family and wanted to feel safe.
When they leave needles on the streets little kids could get hurt.
You never know what they are doing in 22nd.
Fights
I have seen people that have been killed that tried to stop a fight.
Young People
It's like young people are roaming around at a younger age.
The police are good they keep people moving along.
More vagrants around this area. It should be policed more.
Groups of young people like to hang out and cause fights with people
It makes me feel that could be part of a gang
They tend to have less sense of responsibility
Nervous about the ones that hang around the bus mall
Loitering
Worry at the bus terminal. I worry about it because I am carrying a purse.

Riversdale

Fights
Lots of fighting everywhere with gangs
Many people are getting beat up
Loitering
Young people are always around at night. The young ones(youth) come down this way and hang out.
Many of young people around.
Criminal Activities
Gangs are the issue here. I have been robbed before.
Poverty
There are lots of social problems. To many people having babies that they can't afford it.
Rent and poverty are on the rise.
Many people down here need help. They need help for health reasons, dealing with addictions and many homeless people.

Confederation

Panhandling
It is a bit scary, you don't know if they will grab your purse if you are getting change.

Being approached by scruffy people during the day, it's ok but does make me feel uncomfortable.
During my work hours I see them by the bus stops
Criminal Activities
It's the young people driving in the evening or morning with a beer in their hand.
Drunkness
They approach you and sometimes they are quite belligerent.
Drunks are a big problem in this area
Prostitution
See them and I feel bad for the women who do it because it's unsafe for them
Busking
See them and they don't worry me at all.
I don't feel unsafe around buskers.
Groups of Young People
They won't get out of your way or they dare you.
You see even girls. They are getting involved with wrong crowds and getting stabbed.
Young people are very rude and aggressive
Young people make me feel unsafe and uncomfortable.
Sometimes they become excited when they are drunk
Loitering
It bothers me as I wonder if they are going to break into something.
They approach you sometimes. It is good we now have security out here.
I have to watch these people who hang around for no reason

Broadway

Panhandling
I don't think the panhandlers are violent here.
They should be trying to get a job.
Drunks
See them and a bit concerned. Because they don't make very good decisions when they are drunk and they are more easily angered.
There are a lot of bars in the area; not that is a criticism. Expect more of this given there are bars here.
Drunks end up panhandling sometimes.
Fighting
I've seen a lot of violence and street fights and found a machete lying around once
Vendors
Sometimes they block sidewalks and people have to push and shove to get by.
Young People
There is a lot of younger people loitering and littering.
In this area there are no Indian posse that hangs around
Loitering
There is a lot of people that loiter in the area.
Prostitution
I haven't seen any prostitution around here.

8th Street

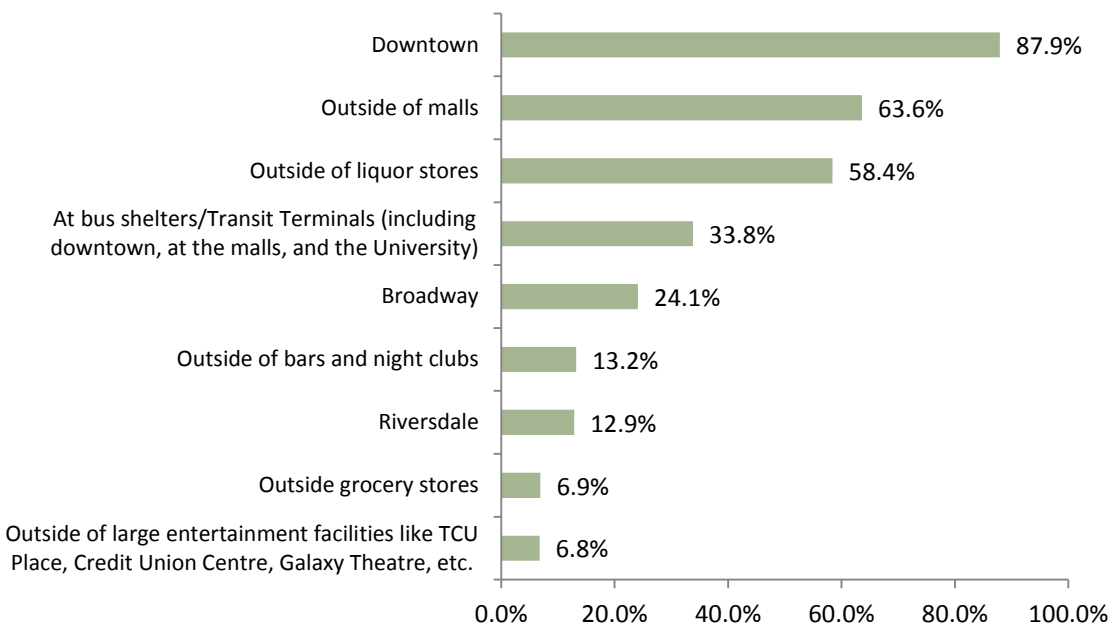
Panhandling
There are not many panhandlers. The youth and gangs are more in the low income area.
Criminal Activities
I always hear good stuff about this area
I haven't seen anything that would make me feel less safe. There was a kid that was shot but those people came to this side of the city.
You can't build a wall around an area and think that'll make it safe
The youth and gangs are more in the low income area.

As noted above, many of the comments related to panhandlers are that they are a nuisance, not nice to see, etc. However, there were a number of comments regarding the concern for one's safety in terms of gangs, criminal activities, and groups of young people.

PANHANDLING

The survey did ask a few more questions in regards to panhandling specifically, as this was raised by the Steering Committee as an issue to look at closely.

Respondents were provided a list of locations and asked where they *think* panhandling commonly occurs in the city. Similar to the maps and their experience with panhandling, almost 9 in 10 associated panhandling with downtown (87.9%). Over six in ten (63.6%) referenced panhandlers outside of malls, while over one half (58.4%) referenced it outside of liquor stores. One third (33.8%) believe that panhandlers are most commonly found at bus or transit terminals. One quarter (24.1%) feel they are most commonly on Broadway.

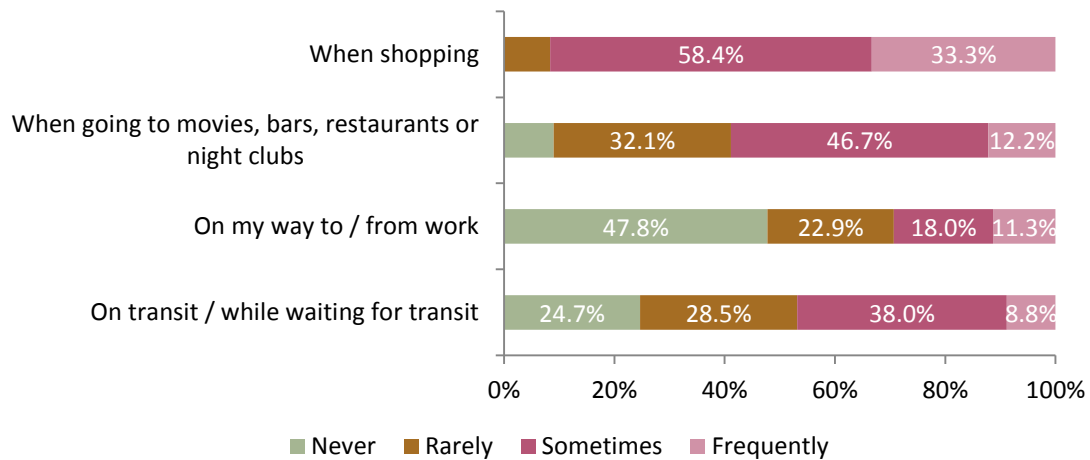


Q22. Where in Saskatoon do you think panhandling commonly occurs? Base: All respondents, n = 621.

*Multiple responses possible

Those respondents who mentioned they had an encounter with a panhandler in the past 12 months (563 out of 621 respondents) were asked about the frequency of encountering panhandlers in different situations in the last 12 months.

One third (33.3%) encounter panhandlers frequently when shopping. Six in ten (58.4%) encounter them sometimes when shopping. Over one in ten (12.2%) frequently encounter panhandlers when going to movies, bars, restaurants or night clubs, while nearly one half (46.7%) sometimes encounter panhandlers in this circumstance.

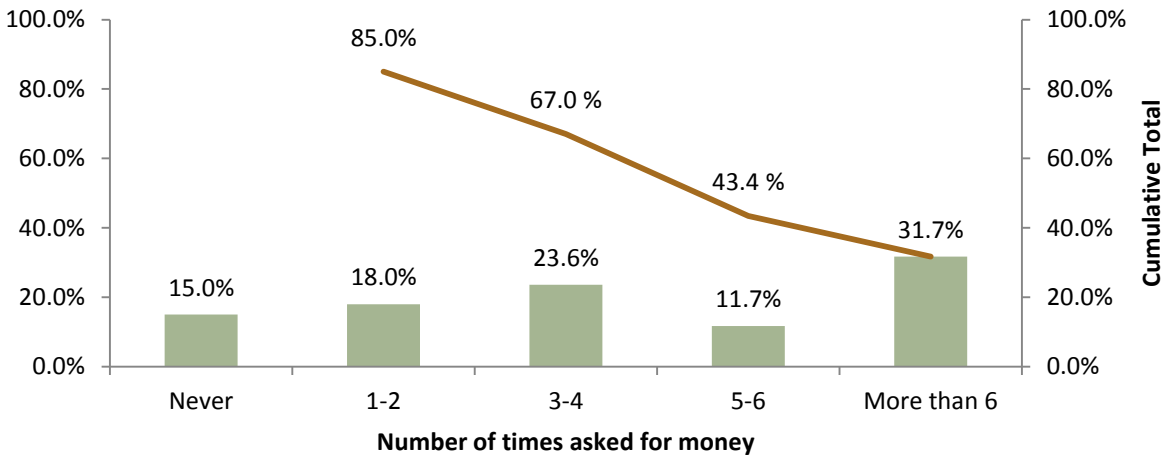


23. How frequently do you witness or encounter panhandlers in Saskatoon in each of the following situations? Base: Respondents who have encountered panhandling in the last 12 months, excluding not applicable, n = 563.

In addition to the above situations, respondents were given the ability to provide “other” situations in the survey. A sample of these verbatim responses can be found below, with a full selection being located in Appendix A.

<i>Sometimes outside restaurants</i>	<i>Outside a bank branch I frequent</i>
<i>Sunday, in front of St. Paul's Cathedral</i>	<i>Those "travellers" standing on the side of the road looking to go to the west coast</i>
<i>Outside convenience stores</i>	<i>When driving in traffic they are sometimes on a boulevard with a sign!</i>
<i>While waiting at bus stops west of 22nd street</i>	<i>Stores like 7-11, MACS</i>

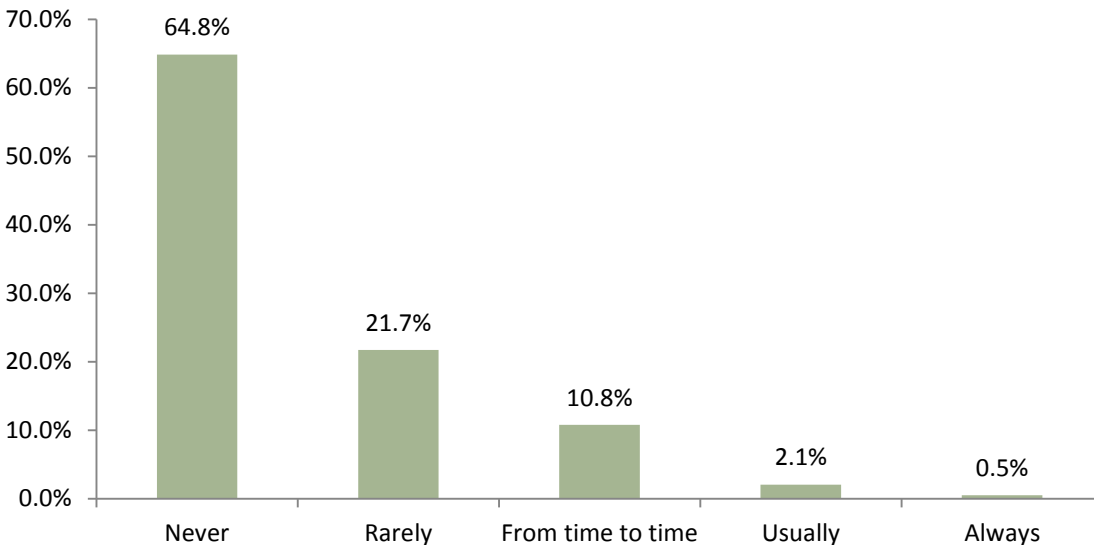
Among all respondents who answered the survey, a vast majority (85.0%) have been verbally asked for money at least once. Nearly one third (31.7%) have been asked more than six times.



Q26. Approximately how many times has a panhandler verbally asked you for money in the past 12 months?

Survey respondents were asked if they donate to panhandlers. More than six in ten (64.8%) say they never donate money, food, or any other items to panhandlers. Nearly one quarter (21.7%) rarely donate, while one in ten (10.8%) donate from time to time.

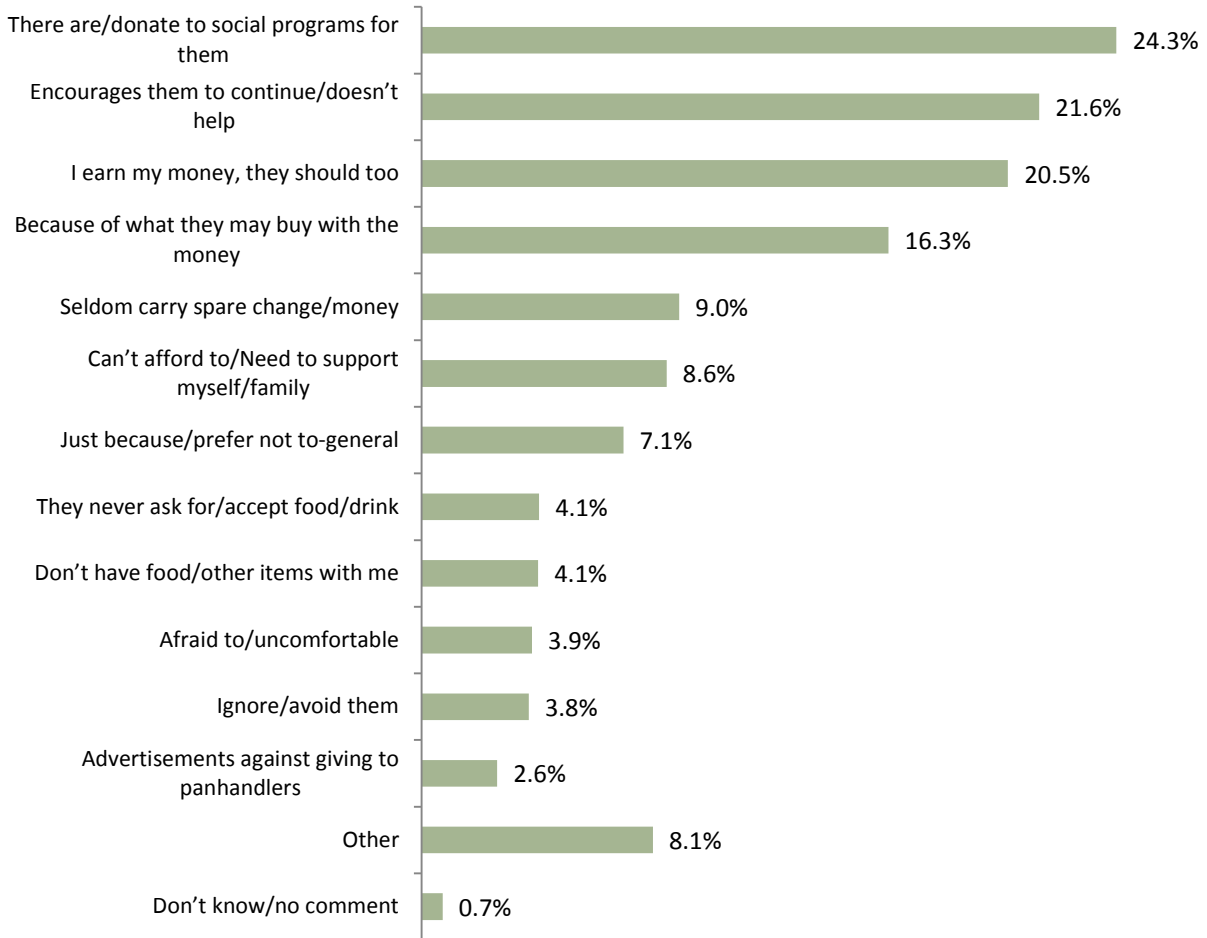
Aboriginal respondents are more likely to donate to panhandlers from time to time (28.6%) compared to non-Aboriginals (10.6%).



26. How often do you give money, food or other items to panhandlers? Base: All respondents, n=621.

Of those respondents who do not give to panhandlers (474 out of 621 total respondents), the main reasons for NOT donating to panhandlers vary.

One quarter (24.3%) do not donate because there are social programs available. Two in ten (21.6%) feel that it does not help panhandlers because it encourages the activity. 20.5% believe panhandlers should earn their money like everyone else, and over one in ten (16.3%) do not donate because they worry about what panhandlers may purchase with the money.



Q27. Why do you rarely or never give money, food or other items to panhandlers? Base: Respondents who have encountered panhandlers in the past 12 months and rarely or never give panhandlers food, money, or other items, n = 474.

*Multiple responses possible

Of those respondents who DO give to panhandlers, the following reasons for donating were provided:

I figure it takes guts to ask people for money. You need to either be really in desperate need of the money or enjoy conning people.

I feel it is kind. We are all responsible to help our neighbours. It is a rather insignificant amount and they are most likely in need of a 'hand'.

About 5 years ago, I saw a downtown business owner treat a panhandler poorly, so I gave him money just to piss the guy off and I have always given money since.

Usually food or coffee. It is a neighbourly action.

I've been there. I have more resources than they do. I am a kind person. I have compassion. What I give them can make their situation easier.

Because I have money to share.

Because our system doesn't provide enough aid for these people.

Because I feel bad for them.

I know they need it and it costs me little to contribute DIRECTLY with those who need it. The money does not go through ivory tower charities, who selectively give how they see fit.

I feel if I can afford it, they have a need that I can help with.

I have compassion for them.

I give food or coffee because I know then that they can't use it to support their addiction, and I know they are nutritionally deprived.

Depends on what I have.

Because they're people in need. I can spare it. The dollar or two dollars or McDonald's sandwich or coffee means more to them than it does to me.

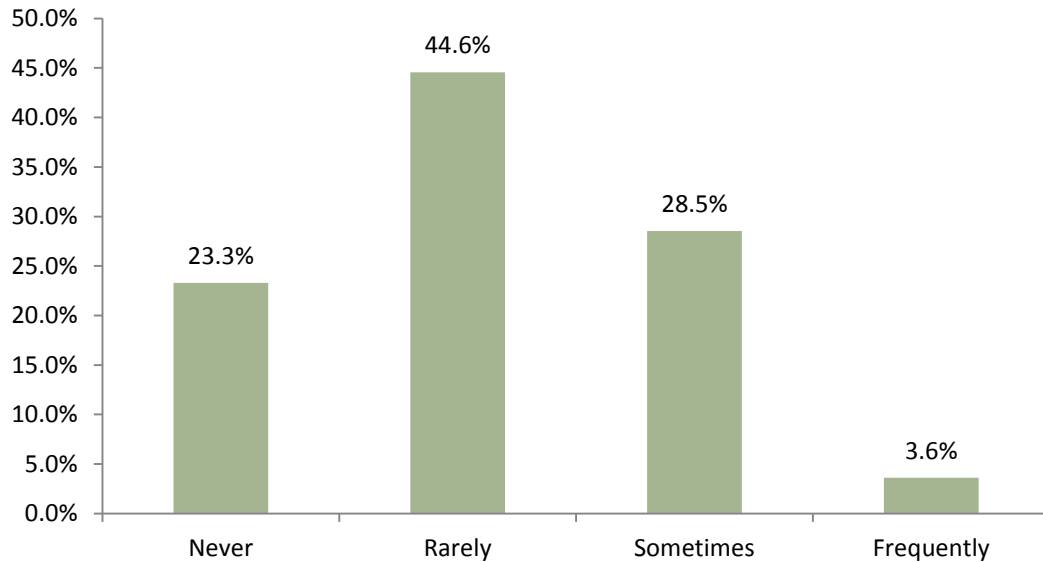
Because there is a good chance that the panhandler is homeless, addicted and has mental health problems.

Because if I was in their situation, I like to think someone would do the same for me. I've been poor. It's not fun.

Mostly because I know them and I feel they need help with food.

Q28. Why do you always or usually give money, food or other items to panhandlers?

Exposure to panhandling perceived as aggressive varies, with only 3.6% encountering aggressive panhandling frequently, and three in ten (28.5%) encountering such activity sometimes. Please note that aggressive behaviour was not defined, rather, emphasis was placed on the perception of the respondent as to what was aggressive.



Q29. How often have you witnessed or encountered a panhandler acting aggressively? Base: Respondents who have encountered panhandling in the last 12 months, n = 561

In order to better understand what residents thought was aggressive behaviour, during the intercepts, residents were also asked to describe any instances of aggressive behaviour they might have experienced. Many comments relate to someone asking for money repeatedly (and sometimes following them). Here are a few of their comments:

Moo moo lady down here, she won't leave you alone, she'll keep bugging you.
I was on 20th street picking up coolers and two guys came after me trying to jump me for my coolers.
I wasn't followed but I have had derogatory (bitch, whore) terms yelled at me when I don't have money to give.
There is a lady that walks down here all the time and she is kind of loud and in your face. I ignore her and walk right by. I have seen her down on 21st street and 22nd street.
Downtown bus mall-she was trying to grab my arm and I jumped into the traffic to get away.
On 2 nd Avenue they won't leave me alone. They ask over and over again and panhandlers will go aggressive and ask 20 times and try to change your mind.
On 2 nd Avenue - he swore at me over cigarettes.
Downtown and Broadway, they are very obnoxious, foul language and spitting.
Midtown Plaza. His manner of approach and tone of voice was threatening.
Sometimes they are right in your face and push you around if you say you don't have money to give.
There is a couple that will get in your face and are a little pushy with you to get money.
Downtown they follow me asking for change and harass me.
Demanding something and calling me white boy.
They follow, yell at you and swear at you.
A lady approached me and it made me very mad, and she bugs me always.
They think they know you and they're conn artists. They try to make you believe what yours is theirs.
A man was very persistent and he had to be told to leave this area by several people.
It was in the parking lot at the Canadian wholesale. A woman gave me her sob story. She wouldn't take food she wanted money so I reported her.
Sometimes they follow you for the distance as you are walking and they keep asking even if you don't have change.

A long time ago in the Confederation mall there was a guy who had a deaf card. I said no and he started yelling at me, calling me foul names and giving me the finger.

It was someone who I've seen a few times and asked me for bus money. I called him on it and he threw a cup of coffee at me.

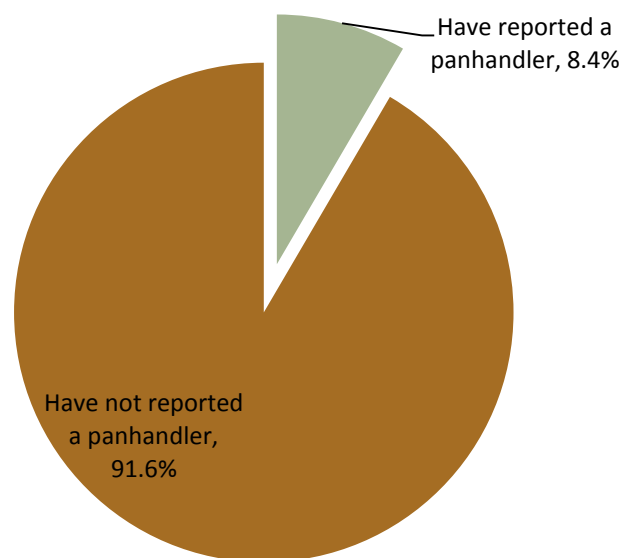
Downtown, they just yell wanting money and give their reasons why they want it.

There's one girl downtown who might be a crystal meth addict and she'll chase you down the street. I'm sure everyone who works downtown knows who she is.

In midtown, they're really pushy and they follow you around asking for money

They start yelling. There a woman downtown who tries to guilt me. She says "you don't know what it's like to be broke.

In addition, according to the survey, the prevalence of reporting panhandlers is fairly low; less than one in ten (8.4%) respondents indicated that they have reported such activity to someone (e.g. police, a business, etc.).



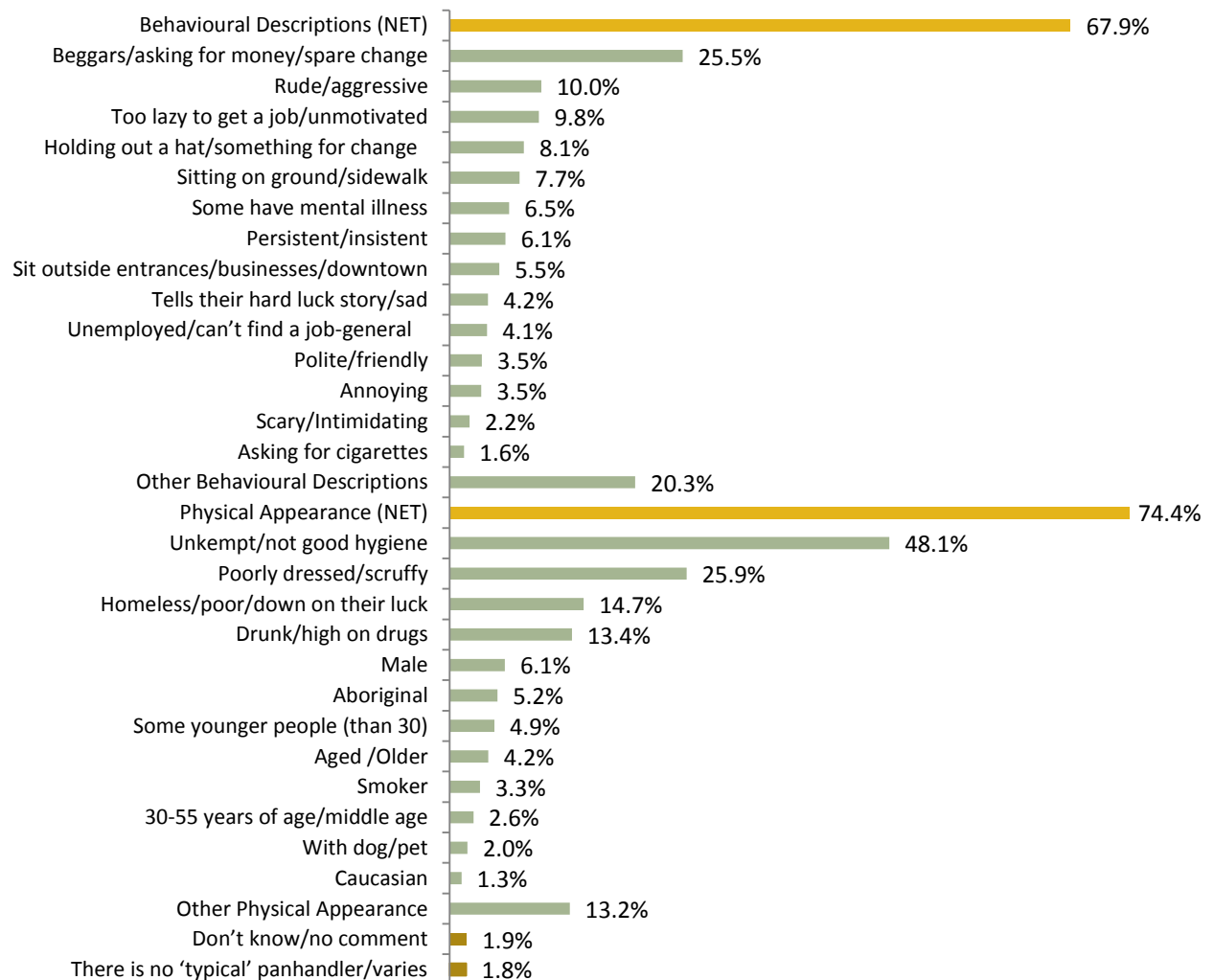
Q30. Have you ever reported a panhandler to someone (the police, business, etc.)? Base: Respondents who have encountered panhandling in the last 12 months, n = 561

Impressions of Panhandling

In the survey, respondents were asked to describe their impressions and the defining characteristics of a typical panhandler. Most descriptions were either behavioural (67.9%) or physical (74.4%) in nature.

Among behavioural descriptions, one quarter (25.5%) describe a typical panhandler as a beggar or someone asking for money, while one in ten describe them as rude or aggressive (10.0%) or too lazy to get a job (9.8%).

Among physical appearance descriptions, one half of respondents (48.1%) describe a typical panhandler as unkempt or not having good hygiene. Other common physical descriptions include poorly dressed or scruffy (25.9%), being homeless or poor (14.7%) or being drunk and/or high on drugs (13.4%).

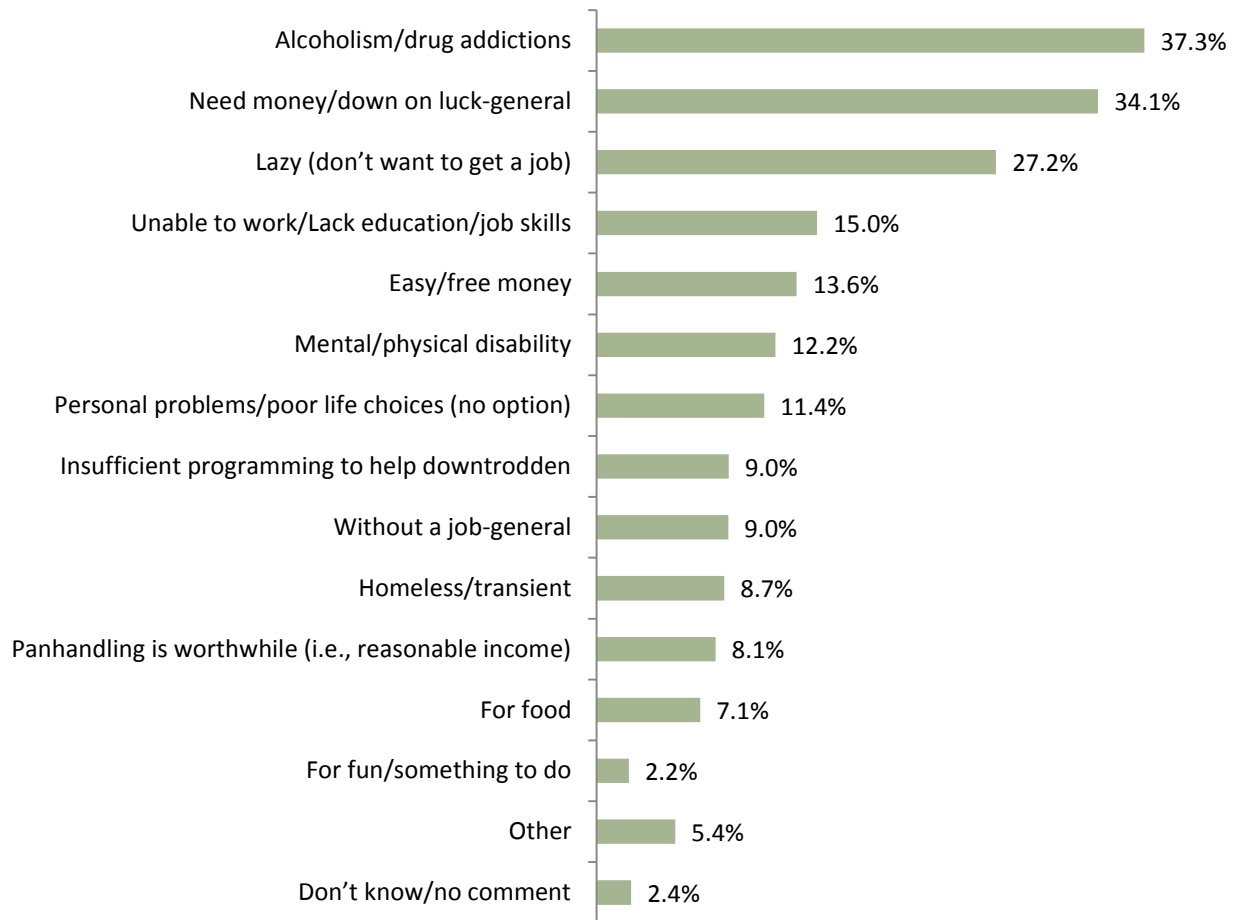


Q16. Please describe your impression of a typical panhandler. What are their defining characteristics? Base: All respondents, n = 621.

*Multiple responses possible

When asked why they believe people panhandle, respondents most commonly mentioned reasons including alcohol and/or drug addiction (37.3%), people needing money or being down on their luck (34.1%), or people that are lazy and/or don't want to get a job (27.2%).

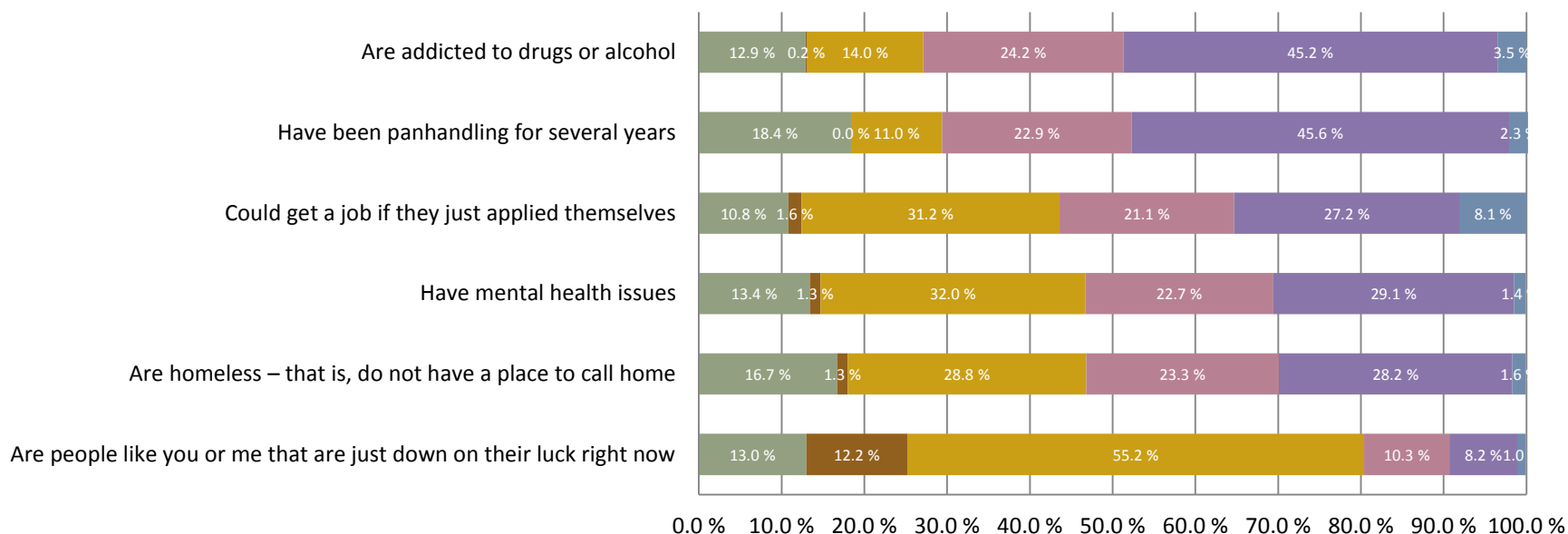
Over one in ten feel that the reason people panhandle relates to an inability to work (15.0%) or people seeking easy or free money (13.6%).



Q17. Why do you believe people panhandle? Base: All respondents, n = 621.

*Multiple responses possible

Saskatoon respondents demonstrated a variety of beliefs regarding panhandler attributes. More than seven in ten respondents believe that about half or more of panhandlers are addicted to drugs or alcohol (72.9%) or have been panhandling for several years (70.8%). Similarly, over one half believe that half or more of panhandlers could get a job (56.4%), have mental health issues (53.2%), or are homeless (53.1%).



	Are people like you or me that are just down on their luck right now	Are homeless – that is, do not have a place to call home	Have mental health issues	Could get a job if they just applied themselves	Have been panhandling for several years	Are addicted to drugs or alcohol
■ Not Sure	13.0 %	16.7 %	13.4 %	10.8 %	18.4 %	12.9 %
■ None	12.2 %	1.3 %	1.3 %	1.6 %	0.0 %	0.2 %
■ A Few	55.2 %	28.8 %	32.0 %	31.2 %	11.0 %	14.0 %
■ About half	10.3 %	23.3 %	22.7 %	21.1 %	22.9 %	24.2 %
■ Most	8.2 %	28.2 %	29.1 %	27.2 %	45.6 %	45.2 %
■ All	1.0 %	1.6 %	1.4 %	8.1 %	2.3 %	3.5 %

Q20. What proportion of panhandlers do you think... Base: All respondents, n = 621.

In-Person Intercepts – Impressions of Panhandlers

To better understand the impressions residents have of panhandling, interviewers conducted intercepts with consumers to gain an appreciation for the types of activities occurring in the different areas.

Many of the comments relate to people feeling uncomfortable around panhandlers and/or thinking they are a nuisance. Others feel sorry for them, while some think they should get a job.

Of those interviewed, here are the comments:

Downtown

I think they should control them a lot better and what they are doing.
They harass you all the time by Midtown Plaza. As soon as they get money they go to the bar to get a beer and go to the VLT machines.
Just ship them to downtown Regina because they don't have many there. I don't know how they are controlling them down there. A lot better policing, I guess.
I have no comment because I have never been in that situation. It's annoying and it can ruin business. For example your wanting to go somewhere and they are right outside bothering you.
Some of them I don't really like because they look like they are able to work. People in wheelchairs don't bother me but when there are some people that are my age or in their thirties and able to work it bothers me.
There are a lot of jobs out there. Somebody sitting on a sidewalk with a sign and a hat; they have a sign because they are too embarrassed to say anything. They know they can work.
I think sometime they have to turn to it because they are homeless and live on the streets and they don't have money for food. That's what lots of them do because they don't have money for food.
I don't know why they are panhandling when they can get jobs. I know people worse off that don't panhandle.
They have a lack of options. Not enough given for social assistance.
People just sit there and are either in my face or peaceful. Some of them have mental illness.
I wish we made as much as they do at times.
Many have problems with drinking
Get a job please!
I feel bad that they're in a situation that they're begging for money, but many times I've offered them food and they've said no just money, So i don't want to support their addictions.
They're also scary; you don't know how aggressive they might get for money.
I don't think any less of them. I know there's lots of work out there, but you don't know their circumstances.
It's okay. There is not that many here; Can't complain.
I think that there is a better place that they could go for money. I don't believe in giving them my change. I would rather buy them food or something.
They are kind of a nuisance when they are always calling out at you.
They could be out working.
I am not a fan of them. We pay taxes in order to give them welfare and such.
They are annoying. Some of them are loud and kind of in your face (some of them not all) .Just annoying.
Zero tolerance. That is basically it. I ignore them.
Then can scare you off especially the hostile ones.
I don't think they are good for the business. You can walk down here and on Saturday, I counted twelve of them from 22nd, 21st and 2nd avenue, particularly around McDonald's.
It depends on their circumstances. You see someone in the wheelchair and sometimes i think they are playing on the sympathy of others. You don't know if they are homeless people and stuff. AS long as they are not harassing people I don't mind them.
I don't really mind them. I just ignore them.
But I guess it makes the city a little gross.
I don't mind when they are playing music. I don't mind them because there are lots of talented people out here playing music but when they ask for money that's what bugs me.

They have guts just to ask somebody for money. It's a bitter strong kind of feeling because they are showing they are in need. It takes guts. I think panhandling is an indication of poverty that any city has.

There is a difference between panhandling and busking. I busk because I like singing.

I think this is an indication that lots are homeless because of the high rents.

It disappoints me. Not that they bother me but it's too bad that it's a necessity.

It doesn't bother me. I come originally from Vancouver. I believe we are all responsible. You never know why they are out there.

They have to live. They are having tough times.

I don't know them and sometimes I feel uncomfortable with what I have and what they seem to not have. I guess what more can I do to help other than giving a few dollars and cents.

I feel bad for them. I just feel bad.

Most of them are nice.

Some sympathy- but there is Social programs they can access.

Don't think about it and don't let it bother me.

Depends if they smell of alcohol or drugs. I won't help them .If they are hungry and needs hygiene products i would help.

Get a job

Down on their luck and sometimes addicted to drugs.

Unfortunate or disadvantaged.

We don't need to panhandle because we have a social programs.

it is not their fault 9 time out of 10.

Homeless people.

I have learned to ignore them.

They are nuisance. Especially as it happens so often and I have been encountered 3 times on my lunch break.

They are kind of nuisance.

Get off your butt and get a job.

Panhandlers are just fine and I don't mind them at all.

Get a job or go on welfare.

Riversdale

I don't think it is good for anyone. I shouldn't be supporting someone else when they can get a job.

They need help. There are lots of homeless people.

I feel sorry for that people in that situation.

They have addictions with drugs and alcohol and it's an example of poverty in the city.

If they are able to work they should be put to work. They are a nuisance and bother everyone for money.

They put themselves in that situation and I don't feel sorry for them.

Some people do need the money to support their families, but others do it for the wrong reasons.

They should get a job. If they can stand outside all day they should be capable of working.

It is bothersome; they make me want to avoid the area.

Get a job.

The make me upset.

Don't mind them but they are loud.

Poor souls. Every Sunday at the church, a young male always will ask me if I have change.

They are need of help.

Get a job. There is lots work out there, Saskatoon is booming, many of them don't want to work.

Many have health issues.

Get a job.

Get out of my way.

Don't mind them.

I don't think they are bad or negative.

It does not bother me.

They should have better housing. Better income. They don't get enough to live on.

Poor people

Some use it for drugs, or for food, some need it for health reasons.

Confederation

I feel sorry for them that they have to do that rather than get a job.

Some of them are really needy or some need to get a job , it depends.

I feel sorry for them that in this day and age you can't get work. There are a lot of people that do it. Some people have to and some don't want to work

Poor, Homeless

Sometimes disgusting, they bother you, sometimes you feel sad for them depending on their situations.

Broadway

Get a job. If they are healthy they should have a job.

I don't feel sorry for anyone who is healthy. They shouldn't be allowed on the streets because I know it freaks out some people and people shouldn't have to fear to be out on the street.

I think they are lazy. They probably have criminal records.

I don't have any thoughts at all. I don't notice them.

They are trying to make money.

I never give them money to panhandlers. I don't think it's a good use of time.

We should have to have a consistent policy about zero panhandling or not allowing.

I don't think much of them but they don't bother me.

8th Street

Lazy drugs addicts or booze hounds.

I feel bad for them mostly because it's self-brought upon.

The government is lacking in social assistance and support.

There are so many services in the city that they don't have to be panhandling.

I'm a little afraid of them. I think most of them are looking for money for drugs or alcohol and have some medical issues.

They're grabby

I feel sorry for them. I think it's tragic in this day and age.

I think they should get jobs. You can't just go beg for money.

Bums. I don't know what to say. I don't think much of them. The only ones you see are downtown and I hate going down there anyways.

They're homeless and i don't want to give them money because I don't know what they'll spend it on.

They drive me nuts, especially in Saskatchewan. There's way to many opportunities or programs or treatment. You don't need to do that.

I don't know, it's like "what made" you do panhandling?

They're intrusive

I don't like them, it annoys me. They probably make more money in a day than i do.

It's not necessary. It's annoying

I don't have an opinion on them because i don't know their situation.

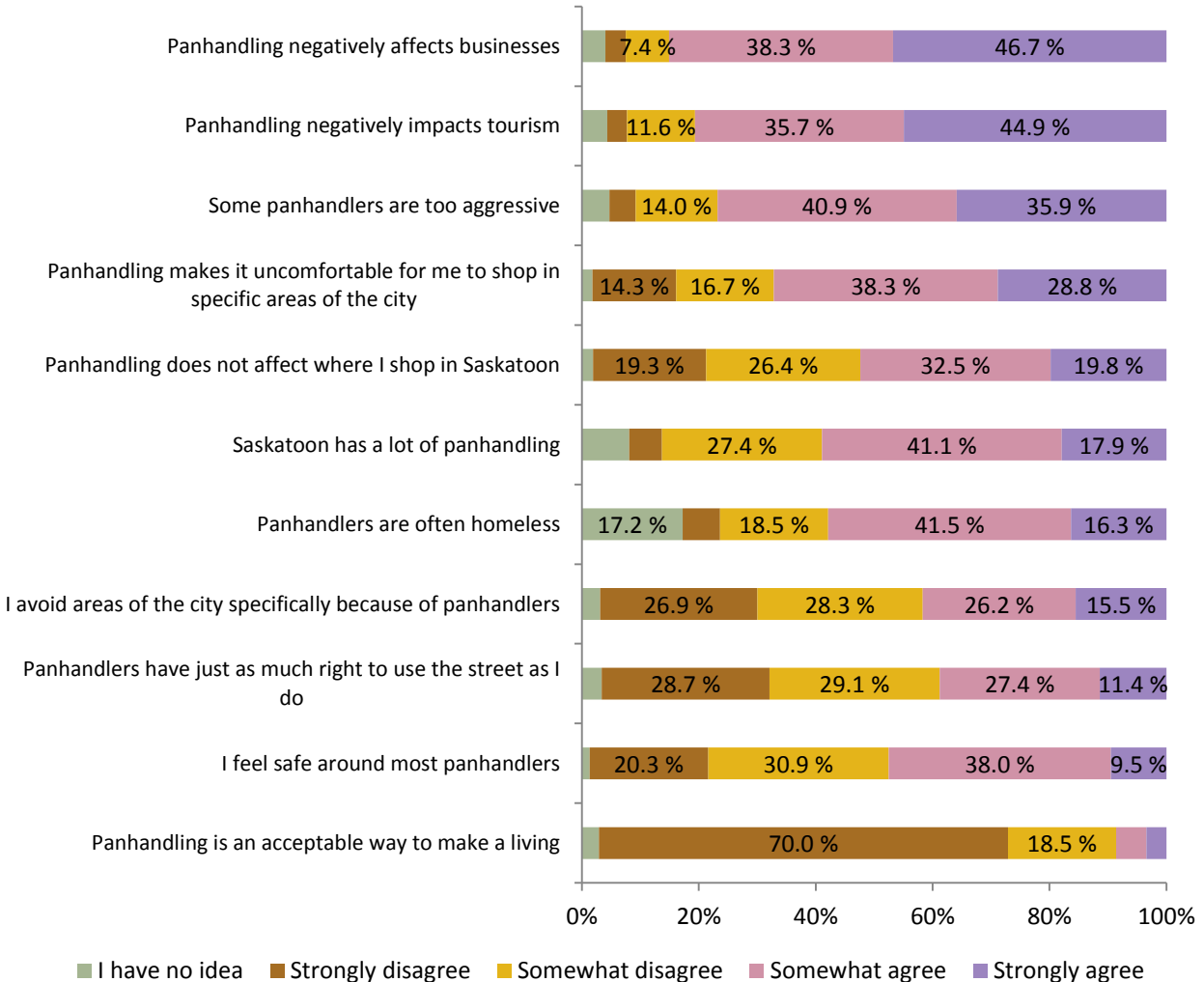
I don't mind buskers. I don't like giving money to panhandlers because I think it just encourages them. But i give money to buskers.

I don't agree with them. If they want money then they can do something. You see these people asking for money and then they have Starbucks coffee. I can't afford that.

Impacts of Panhandling

Respondents were presented with a number of statements about panhandlers and asked to indicate their level of agreement with each.

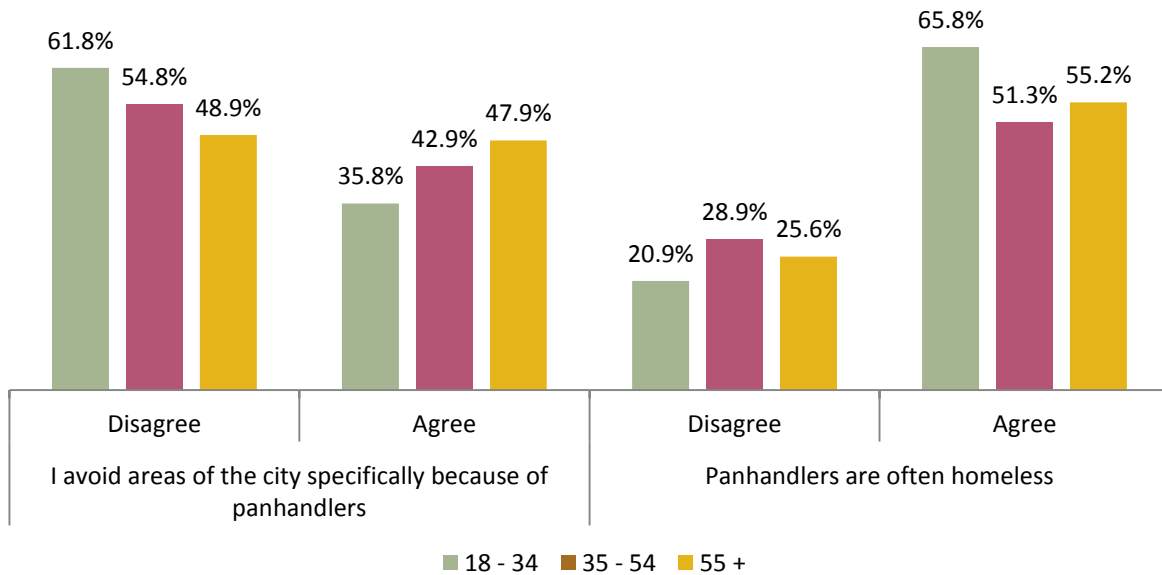
- Overall, 85% of respondents agree (strongly or somewhat) that panhandling negatively affects businesses and 80.6% agree (strongly or somewhat) that it negatively impacts tourism
- 67.1% agree (strongly or somewhat) that panhandling makes it uncomfortable for them to shop in specific areas of the city
- 41.7% agree (strongly or somewhat) that they avoid areas of the city specifically because of panhandlers
- 17.9% strongly agree that Saskatoon has a lot of panhandling (59% agree somewhat or strongly on this point)
- Residents do not see panhandling as an acceptable way to make a living, with 70% strongly disagreeing with this activity



Q18. Please rate your level of agreement with each of the following statements regarding panhandling: Base: All respondents, n = 621.

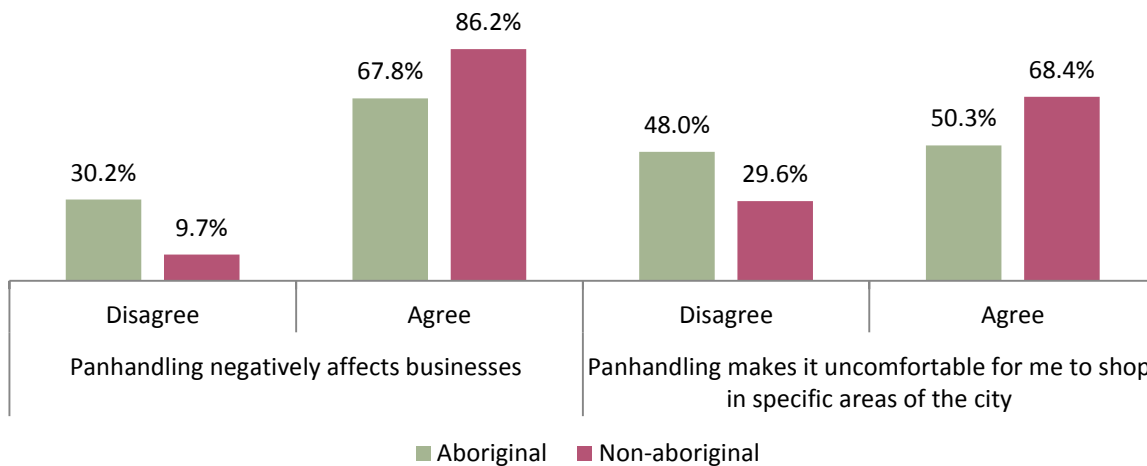
A couple of the previous statements did differ by age of the respondent. Respondents aged 55 years or older are more likely to avoid areas of the city specifically because of panhandlers (47.9%) compared to respondents from the youngest age cohort (35.8%).

Additionally, younger respondents (65.8%) are more likely to believe that panhandlers are often homeless compared to respondents from the other age cohorts (51.3% of 35 – 54; 55.2% of 55+)



Q18. Please rate your level of agreement with each of the following statements regarding panhandling: Base: All respondents, n = 621.

In terms of other differences, respondents who identify themselves as Aboriginal are more likely to feel that panhandling does not negatively influence businesses (30.2%) compared to non-Aboriginal respondents (9.7%). Similarly, one half of Aboriginals do NOT find it uncomfortable to shop in specific areas of the city because of panhandling (48.0%) compared to non-Aboriginals (29.6%).



Q18. Please rate your level of agreement with each of the following statements regarding panhandling: Base: All respondents, n = 621.

In-Person Intercepts – Interactions with Panhandlers

Individuals within the locations of interest were approached on the street and then asked how they feel when they are approached by a panhandler and if it influences where they shop. Considering that many of those interviewed were already in the key areas of street activity and panhandling, it is not surprising to see many responses indicating it does not impact where they shop.

Of those interviewed, many indicated they feel uncomfortable or annoyed when encountering a panhandler.

Of those interviewed, here are the comments:

How do you feel when approached by a panhandler?

I feel like they are just a very bad nuisance and they should be given tickets.
I ignore them and walk away. Unless they are handicapped. I don't feel bad. But then again I can't because I didn't put them there. They did that to themselves.
I kind of feel offended because I work hard for my money. I work hard and they sit around and get money for free. I know panhandlers that joke around about it afterwards about how much money they make and that makes me mad, But I'm still respectable.
I just say I'm sorry, I can't help you.
Sometimes I give and sometimes I don't.
I just keep walking.
I personally think it's a part of city life.
I don't feel good. I feel bad. They don't have a right to ask people for money that are walking by.
If they are aggressive i feel angry and bothered by them. If they are passive I have no problem and they don't bother me.
Does not bother me.
I feel sad for them sometimes, but then sometimes I feel like saying fuck off.
Threatened
Nervous, scared, sympathetic, angry
They ask me if I can spare some change. I usually say "no" unless they're senior then I will give.
Annoyed, especially when it's the same person every day. I wanna kill them.
Kind of awkward. I don't look at them and I keep walking.
I just walk by them. I think they could be working just like everybody.
Bothered because they are intruding on my peaceful walk.
I usually just ignore them.
Annoyed. They create a very bad vibe for the area. They are a nuisance. You can't sit on any of these benches and have a nice coffee. What part of no don't they understand? The police needs to keep them moving. I lived in downtown Edmonton and never encountered them there. People say take the benches out but why should we? For the most part they are harmless; it's costly and you have to cross the street to avoid them.
I just walk by them. We people are not very judgemental. If they are bugging me and stuff it's kind of annoying.
Kind of awkward I guess. I just want them to leave me alone. I don't know how to describe it.
A little sad. I believe everybody is given gifts to excel in. Some people can be in such a bad environment when being raised that their mind set can be put into this defeated mindset. I feel sad, absolutely sad. It's sad because all they are saying is "excuse me, could you spare some change". It's a little heart breaking.
It depends on if i have full tummy or not. Sometime I feel for them and sometimes I feel like as poor as them.
I feel they are doing what they have to do to survive. I am very fortunate that I am not in their shoes.
I feel compassion and sympathy. Sometimes i listen to them (buskers) and give them money.
A little empathy for them.
I think at first nervous but then after that it's not such a big deal.
I feel sympathy for them.
Indifferent- People ask for change and I say No.
Little sympathetic and annoyed they ask so many times for money and a lot are in need.
Buy a sandwich instead of giving money.
Feel sorry and feel they could do more for their own selves.
I feel concern they are asking for something.
Conflicted- I feel bad and want to help and I can't help everybody.
Violated and annoyed- if we can make money so can they.
Somewhat sympathetic.
Take my business elsewhere.
Tell them to get a job or where they can get one.

Feel sorry for them.
Guilty I don't have spare change.
Annoyed that people ask for stuff that I don't have.
Angry
It disturbs me. You don't know if they will use the money for drugs or alcohol
Wish i could do more to help them
I feel sad for them
They make you angry, the gangs too, not just the panhandlers.

Does the presence of a panhandler influence if you will go into a particular shop?

I think some businesses say the panhandlers are not good for their business. It seems like it hurts the business.
No. I don't know. I need to get something from in there.
No, it doesn't bother me. They don't bother me because I'm just as poor as them.
No, because I'm not afraid of them.
No they aren't doing any harm just looking for a buck. I usually don't give.
Yes, because don't want to confront them.
No it does not
Sometimes it makes me not want to go in, It's not the shop fault, if i buy something and go out, I'm always worried they they might try to take it
No, i just go in and just tell them no
No, because I am going to ignore them. It's not going to change my mind. If I am going into a store I'm going to go anyway.
No, because usually I have my destination picked before I come down here.
No. I don't know. It's their choice. It's their preference.
No, I don't let them bother me. I will just tell them no.
No, because if I am going to go in there I'm going to go in there whether they're there or not . Not at all.
Yes to a degree. I still agree to support businesses downtown because otherwise they win.
No because it's just doesn't. If they were drunk on the street maybe because you don't feel safe because you don't know what they are going to be like. If I was a business woman I would not want them to be a public nuisance.
Not really, no. Just because if I have a purpose to go in a store I just go in to it. I guess for those people who don't live here it would influence them. But I work here and the panhandlers are the same.
No, not around Saskatchewan. They are not like up in your face like in Vancouver. I don't think panhandling is really outrageous in Saskatoon. I have seen some pests through. I do busking in Regina and I am respectable. I am not going to hog the place . You have to have a little bit of integrity as buskers. The core of it is the big difference of rich and poor. It is an indication of how the society is changing. I believe in some European countries they treat artists with respect and here sometimes artists are turned into beggars.
No, because they are doing their job. And it doesn't bother me.
No, because they are human beings. It has no influence on the shop I am going into. Panhandlers are outside that has nothing to do with the tore. They don't bother you unless you let them bother you.
No. I don't fear them. I like it when they play music or something.
No. Because they are not threatening. They are hoping that someone would help then out. They are not preventing me from getting in.
No, because they are just people. I am not afraid of them. If I want to go into a shop I am going into it for a particular reason and I'm not going to let the presence of panhandlers stop me.
No- I will go in anyway
Yes- if they stand in the door and are aggressive I will skip by the store.
No- if there is more than one I would go in anyway.
No I will go in store anyway.
Yes I won't go in because they ask for things going into the store.
Yes- it is an uncomfortable situation.
No- will go anyway

Does the presence of a panhandler influence if you will go into particular areas of the city?

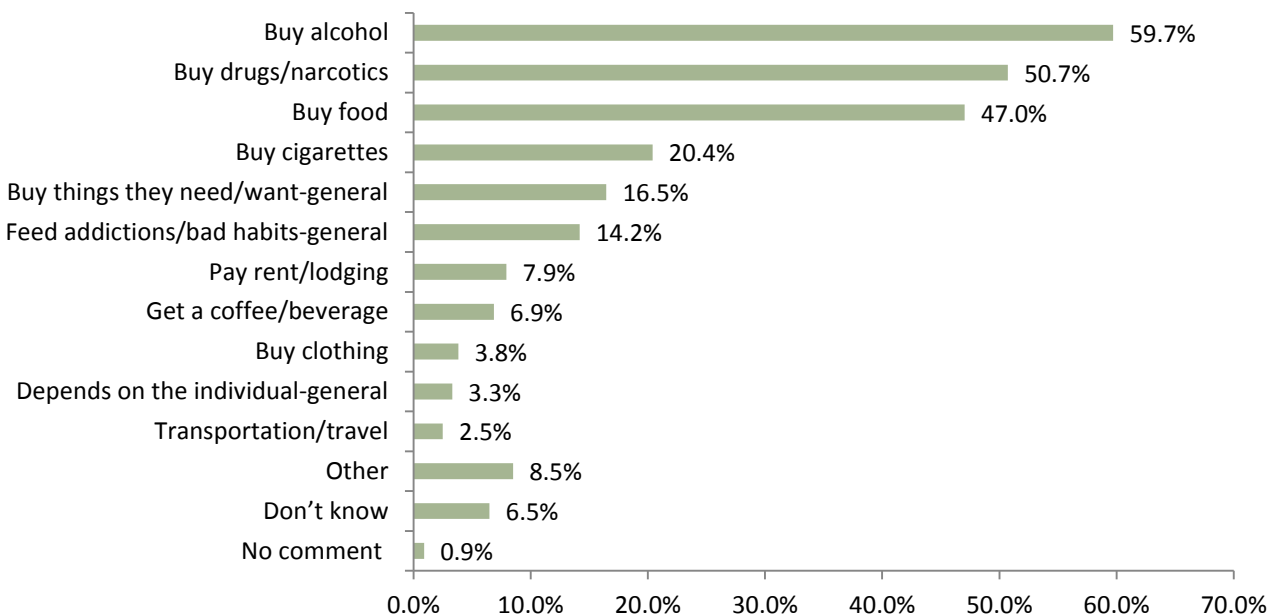
Especially on 21st street. The business should do something about that too; about getting rid of panhandlers, not just the police. Business should get involved to get rid of them.
I feel safe with some of them. I feel better when people are around. At least they will see what happens.
No, it doesn't matter what area of the city it is I'll still go there.
No, If you go to the downtown core you'll find all sorts of people not just the rich people.
Yes, if you walk down the same area they'll ask you for money. If you say no then they will swear at you.
No because i never know where they will be.
No it does not.
No does not bug me at all.
Sometimes yes, because if i don't want to deal with them I won't go downtown.
No, I don't let them bother me.
No, because I'm not a spaz. It's not that bad here unlike in Vancouver.
No. Not at all.. I am not really intimidated by them or anything like that.

No. It's their choice.
No. I am not bothered by them very often.
No, because I come down here all the time. Just because I tend to ignore them and walk by them.
Yes, because they spoil the mood and leave a bad taste in your mouth. Can I not go without being hit on by all of them?
Yes - If it looks like a seedy area. If it looks unsafe, panhandling will add to it. It will look like slums. It is not very posh and we are trying to promote our city.
No. I don't think so at all. Well I think because I worked for social services. I know people have hard times. I guess it doesn't really bug me because I see people going through this every day.
No I am not scared of panhandlers.
No it doesn't bother me. They are doing their job and I am just doing mine.
Panhandlers are usually fine. If its drugs then you have a problem. I come from Vancouver so I know how to handle them. You don't make eye contact and as soon as you do you're in trouble.
No. I don't fear them.
No, they are just people. No need to be afraid of people.
No- except i won't go to the West side at all.
Yes- my car had been jumped on avenue H!
No- they understand when you say No.
No not avoid the panhandler- avoid high crime rates from 20th street and back like in the alphabet ones- Avenue C, H and P
Yes I would rather shop on the East side instead of downtown because of the panhandling.

Money Earned by Panhandlers

Respondents were asked, unprompted, what they believe panhandlers do with the money they earn.

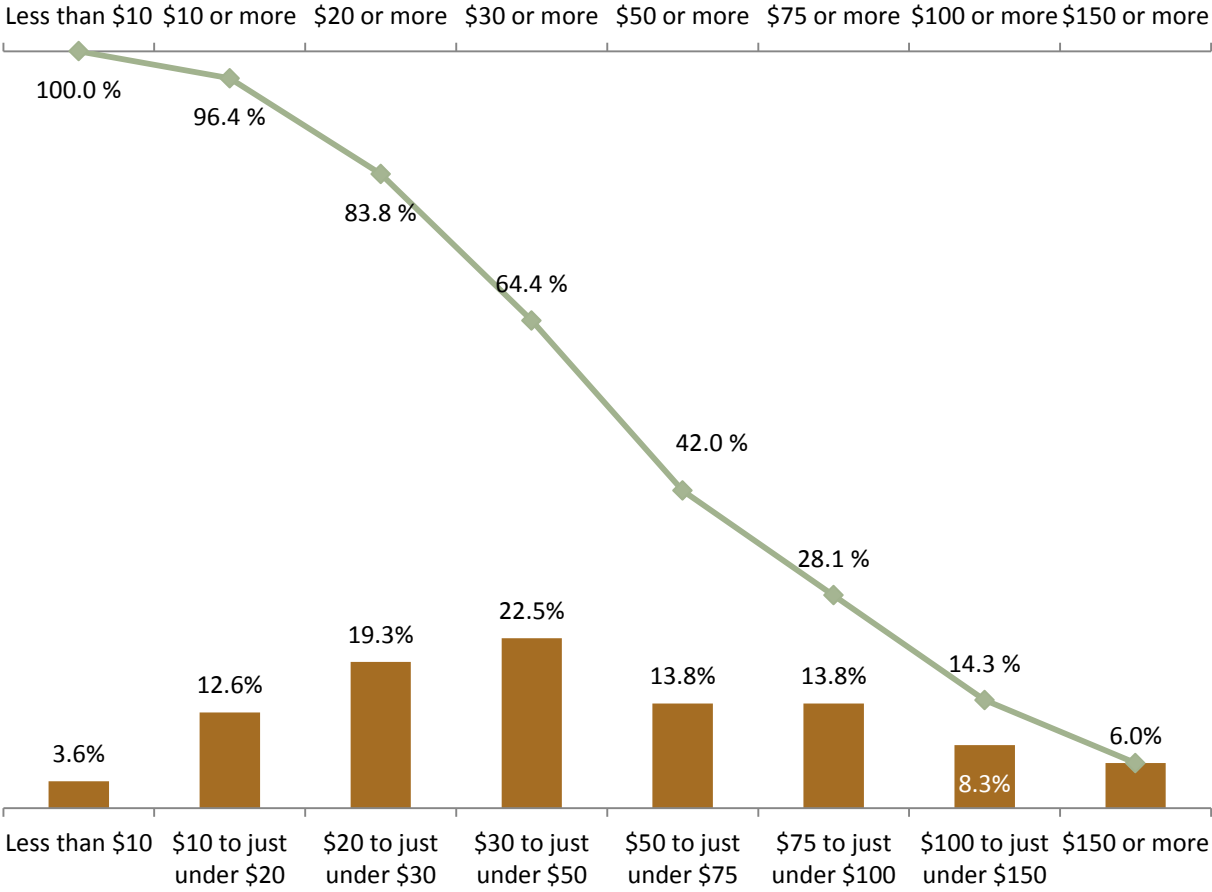
- 59.7% believe they buy alcohol with their money
- 50.7% believe they buy narcotics or drugs
- 47% believe they buy food with their money
- 20.4% believe they buy cigarettes with their money
- Only 7.9% believe they use the money to pay rent or lodging



Q19. What do you think panhandlers do with the money they get from panhandling? Base: All respondents, n = 621.

*Multiple responses possible

When interviewers asked Saskatoon residents about their perception of typical daily panhandler earnings, a variety of ranges were provided. Excluding respondents who could not provide an impression, the most common range was between \$30 to just under \$50. Cumulatively, a majority (64.4%) believe that panhandlers typically earn \$30 or more per day. One third (32.5%) of residents indicated they did not know how much a panhandler earns in a typical day.



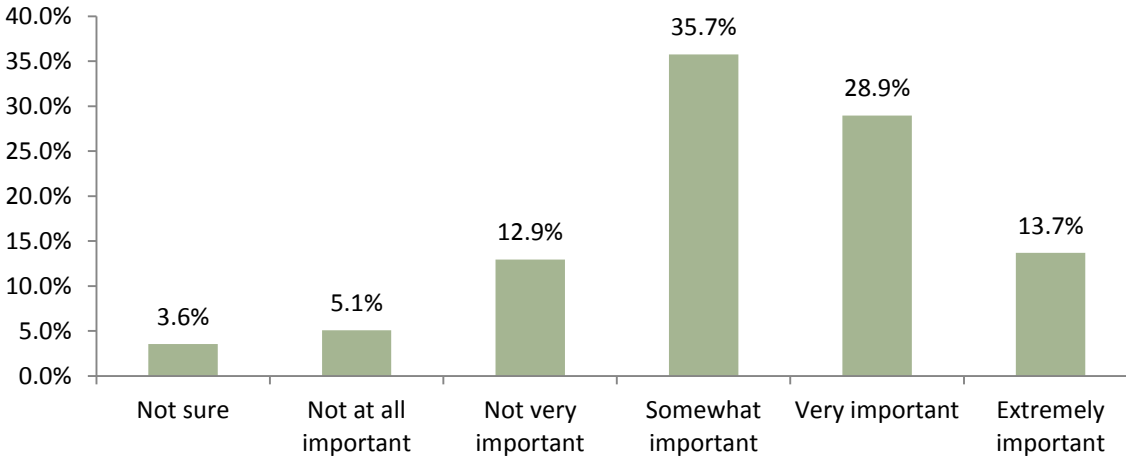
Q21. How much money do you believe the typical panhandler in Saskatoon collects in a day? Base: All respondents, excluding don't know, n = 419.

Addressing Panhandling

Finally, respondents were asked about addressing panhandling.

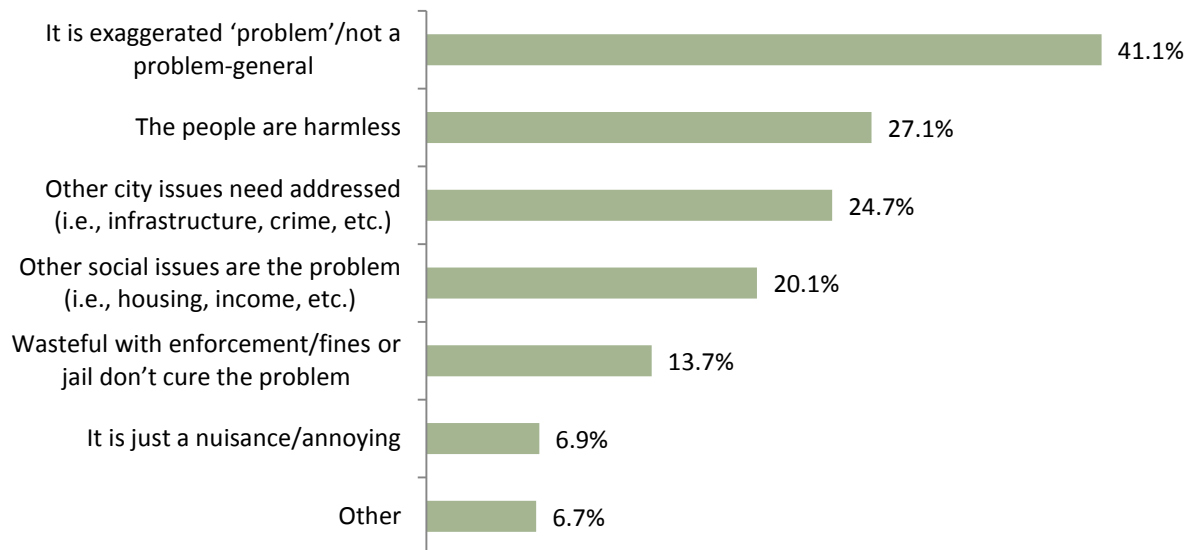
In this question, the level of importance is broken down into somewhat, very and extremely. This was done in order to better understand to what degree residents think panhandling is an issue. Overall about four in ten residents (42.6%) believe panhandling is a very or extremely important issue that needs to be addressed.

Another 35.7% believe it is a somewhat important issue that needs to be addressed.



Q32. How important is it that the issue of panhandling be addressed in Saskatoon? Base: All respondents, n = 621.

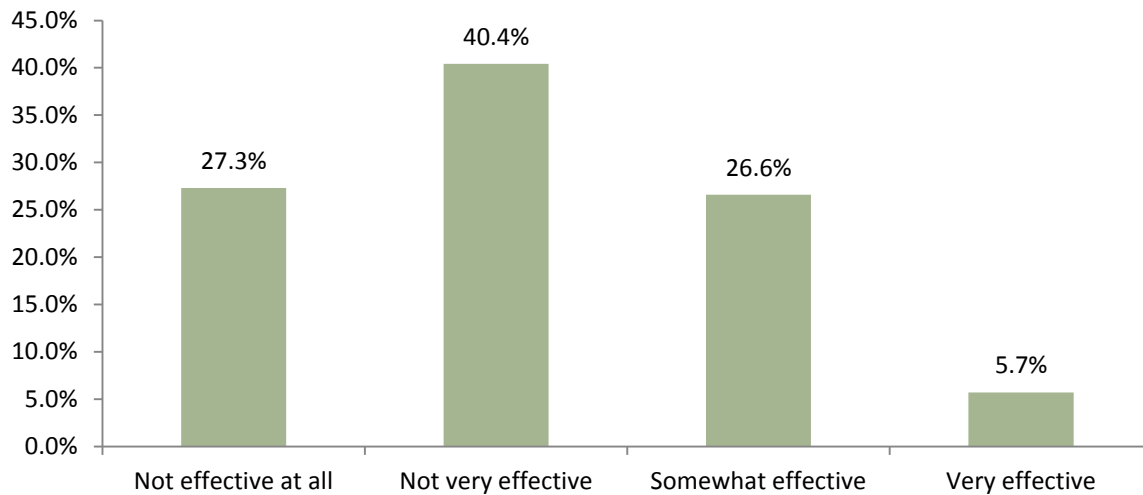
Among residents who feel that panhandling is either not very or not at all important to address, four in ten (41.1%) feel that panhandling is either an exaggerated as an issue or is not a problem. Over one quarter (27.1%) feel that the people panhandling are harmless, while a similar proportion (24.7%), believe there are other city issues that require attention.



Q33. Why do you feel it is NOT an issue that needs addressing in Saskatoon? (N=111)

*Multiple responses possible

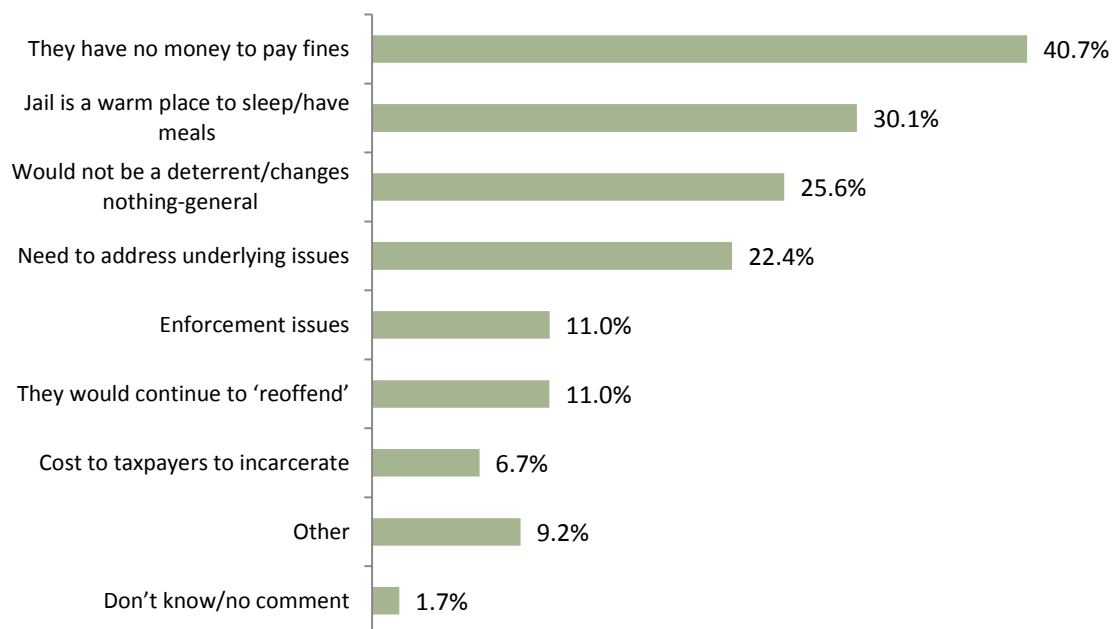
The majority of respondents believe that fines and jail time is either a not very or not at all effective deterrent for panhandlers (67.7%). One quarter (26.6%) believe that it is a somewhat effective deterrent, while only one in twenty (5.7%) believe it to be a very effective deterrent.



Q34. Do you believe that the potential of fines and jail time is an effective deterrent for panhandlers? Base: All respondents, n = 621.

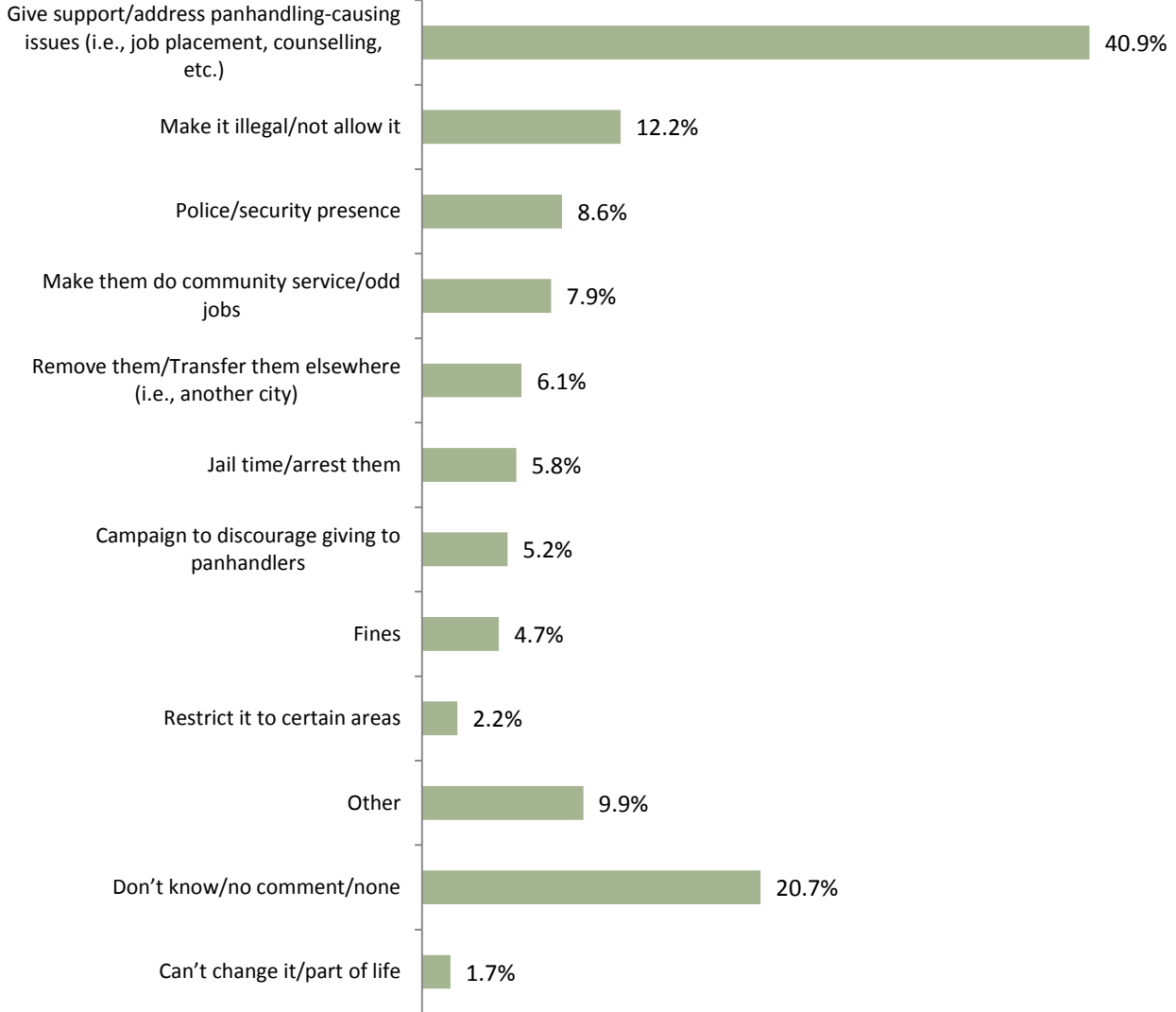
Of the responses of those who believe jail time and fines are not very or not at all effective (420 out of 621 respondents), the primary reason residents do not believe that fines and jail time are an effective deterrent is:

- Panhandlers have no money to pay fines (30.1%)
- Three in ten (30.1%) feel that jail represents a warm place to sleep and eat
- One quarter (25.6%) believe that it wouldn't be effective in general
- Over two in ten (22.4%) feel that it does not address underlying issues



Q35. Why do you believe that fines and jail time are not an effective deterrent for panhandlers? Base: All respondent who believe jail time and fines are not very or not at all effective, n = 420. *Multiple responses possible

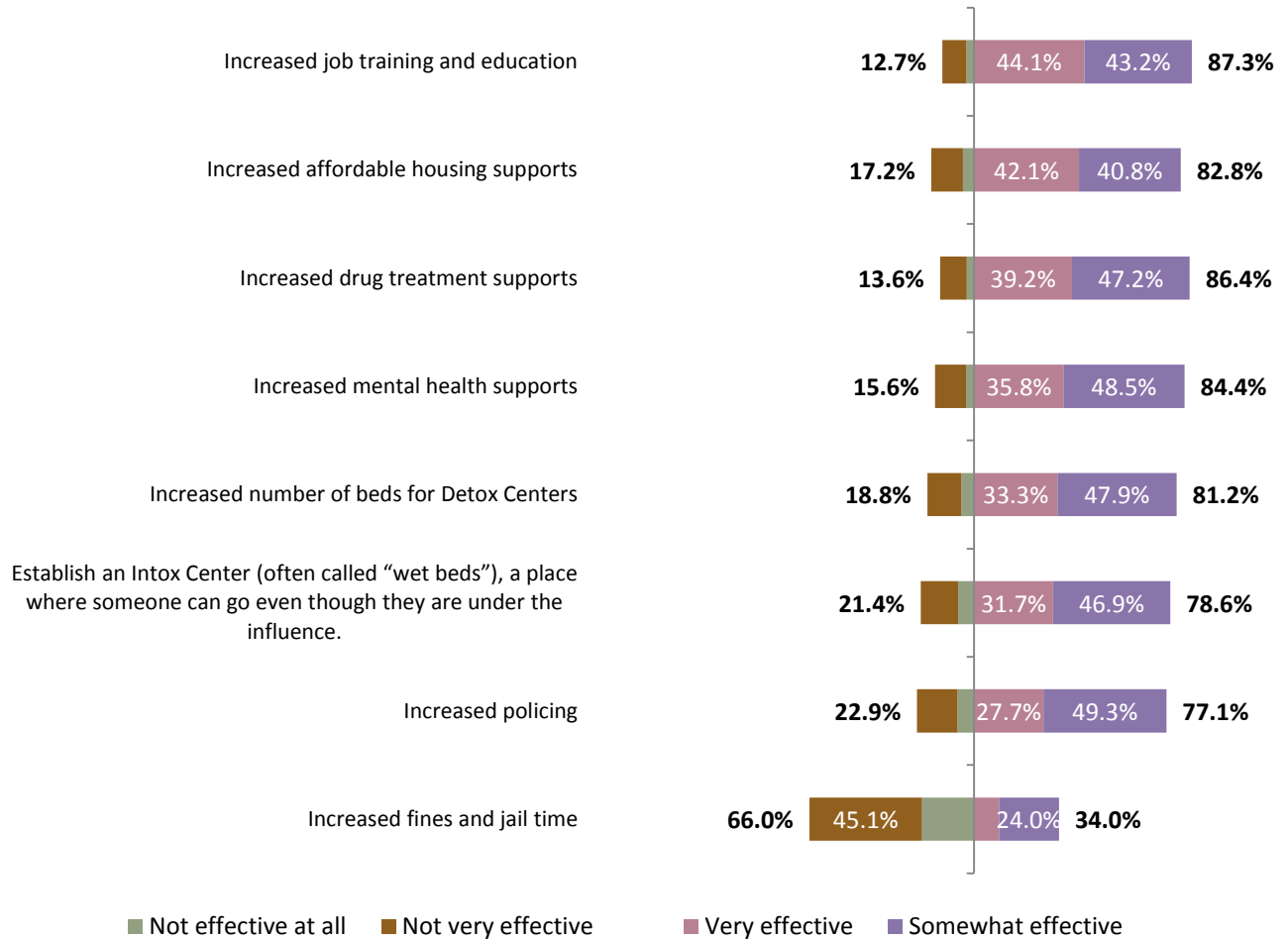
Of those residents who believe that panhandling is at least somewhat important to address (510 out of 621 respondents), four in ten (40.9%) suggest that addressing the root cause of the issues for panhandling is a way to address the issue of panhandling. Over one in ten (12.2%) want to make it illegal or not allow it, and less than one in ten (8.6%) suggest an increased police presence.



Q36. What suggestions would you have as a way to attempt to address the issue of panhandling in Saskatoon? Base: Respondents who feel that panhandling is at least somewhat important to address, n = 510.
 *Multiple responses possible

Finally, respondents were presented with eight potential methods of addressing panhandling and asked to rate their perceived effectiveness. Overall, most initiatives were seen to be at least somewhat effective by a majority of responding residents, with the exception of increased fines and jail time.

The two initiatives with the highest “very effective” responses include increased job training and education (44.1%) and increased affordable housing supports (42.1%).



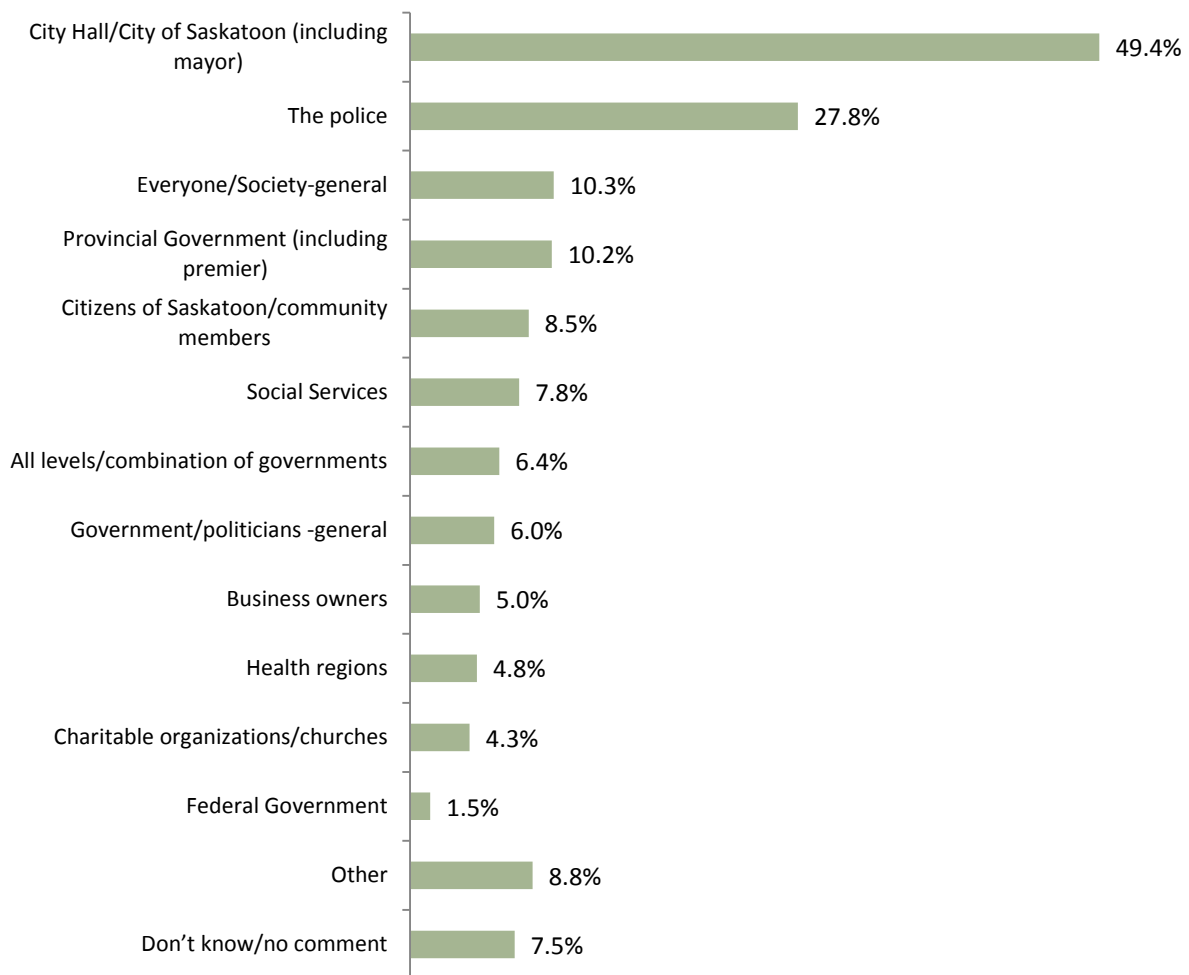
Q37. How effective do you think the following actions/programs would be in reducing the impact of negative street activity in Saskatoon? Base: All respondents, n = 621.

Of those residents who believe that panhandling is at least somewhat important to address (510 out of 621 respondents), one half (49.4%) believe that the City of Saskatoon should take responsibility for addressing the issue of panhandling.

Nearly three in ten (27.8%) feel the responsibility is that of the police.

One in ten feels that everyone shares a responsibility (10.3%).

One in ten feels that the provincial government should take responsibility for the issue (10.2%).



Q38. Who do you believe should take responsibility for addressing the issue of panhandling? Base: Respondents who feel that panhandling is at least somewhat important to address, n = 510.

*Multiple responses possible

KEY FINDINGS FROM THE SURVEY

DIFFERENCES IN PERCEIVED SAFETY BY LOCATION

Saskatoon residents feel safe in Saskatoon. Of those surveyed, 88.2% reported feeling safe (either somewhat or very) while walking or cycling in public areas (i.e. streets, parks, outside of businesses) in Saskatoon. However, three in ten (31.3%) said they feel less safe than three years ago in Saskatoon.

In terms of what makes people avoid certain areas alone, approximately one third (32.6%) indicated that the reputation of the area is a determining factor, followed by perceptions of possibly being a target of crime (26.4%). Panhandling specifically was not a primary reason for not going alone in certain places in Saskatoon.

During the day, over 90% of Saskatoon residents feel somewhat or very safe walking or cycling Downtown (91.4%) or in the Broadway business district (93.4%). This compares to 57.1% that feel safe in the Riversdale business area during the day. During the night, safety perceptions change notably. Overall, 41.9% feel safe (either somewhat or very) Downtown and 60% feel safe (either somewhat or very) in the Broadway business district. This compares to 13.8% in the Riversdale business area.

It is interesting that although a number of people mentioned not feeling safe in Riversdale for a variety of reasons, River Landing/the Farmer's Market was identified as the top specific mention that people enjoy visiting. This illustrates the willingness of people to visit an area/event when groups of people are present in what is generally perceived to be an unsafe area.

MAJOR CONCERN FOR SAFETY IS NOT PANHANDLERS BUT OTHER ISSUES

In terms of public safety, approximately 90% of respondents mentioned drug trafficking and street fights as having a very negative impact on public safety. A lower proportion of respondents indicated panhandling as having a very negative impact on public safety (51.6%).

Panhandling is seen by nearly one half of responding residents (48.7%) as increasing either some (33.7%) or a lot (15.0%). Drug trafficking (46.1%), loitering (42.4%), and groups of young people (42.1%) are also seen as increasing either some or a lot.

The primary reasons for residents feeling unsafe walking or cycling Downtown is sketchy people/strange/bad people (26.2%), they feel afraid of being mugged/assaulted or criminal activities in general (26.2%), and perceived gang activity and/or groups of people loitering (24.6%). In the Broadway Business District, the main reasons were sketchy people/strange/bad people (28.3%), drunk people/addicts (20.0%), and afraid of being mugged/assaulted or criminal activities in general (18.9%). In the Riversdale Business Area, the main reasons were sketchy people/strange/bad people (28.6%) and being afraid of being mugged/assaulted or criminal activities in general (23.2%), and perceived gang activity and/or groups of people loitering (20.6%).

In terms of experience with negative street activity, respondents indicated the downtown area, the Broadway area and along 19th, 20th, and 22nd street as areas with negative street activity. Panhandling was primarily experienced by respondents in the downtown area in front of the Midtown Plaza and on 21st Street and 2nd Avenue. A strong majority have encountered groups of young people (90.8%) and panhandling (90.1%) in the past 12 months in Saskatoon. Busking (83.1%), loitering (81.8%), and charity activities (81.6%) were also commonly encountered, followed by public drunkenness (75.5%) and street vendors (74.2%).

In terms of describing the activities, a majority (67.0%) of respondent descriptions provided for busking were positive. 14.2% of survey respondents described busking negatively and 17.3% were neutral on the activity. The descriptions of panhandling were more negative than descriptions of busking. Nine in ten (89.9%) described panhandling negatively, with one third (32.3%) describing it as the occurrence of a person begging or asking for money. Two in ten (21.5%) described panhandling as annoying, irritating, or a nuisance (21.5%), while over one in ten (13.0%) dislike or disapprove of panhandling in general. Similar to descriptions of panhandling, respondents describe loitering in largely a negative way. Overall, three quarters of residents (75.2%) describe loitering negatively, with two in ten (22.0%) describing people standing around for no reason and doing nothing, while over one in ten (14.1%) describe being uncomfortable with loitering people.

PROGRAMS ARE VIEWED AS NECESSARY TO ADDRESS PANHANDLING

The survey did ask a few more questions in regards to panhandling specifically, as this was raised by the Steering Committee as an issue to look at closely.

Overall, about four in ten residents (42.6%) believe panhandling is a very or extremely important issue that needs to be addressed. Another 35.7% believe it is a somewhat important issue that needs to be addressed. Among residents who feel that panhandling is either not very or not at all important to address (111 respondents out of 621), four in ten (41.1%) feel that panhandling is either exaggerated as an issue or is not a problem. Over one quarter (27.1%) feel that the people panhandling are harmless, while a similar proportion (24.7%) believes there are other city issues that require attention.

Of those residents who believe that panhandling is at least somewhat important to address (510 out of 621 respondents), four in ten (40.9%) suggest that addressing the root cause of the issues for panhandling is a way to address the issue of panhandling. Over one in ten (12.2%) want to make it illegal or not allow it, and fewer than one in ten (8.6%) suggest an increased police presence.

The majority of respondents believe that fines and jail time is either a not very or not at all effective deterrent for panhandlers (67.7%). One quarter (26.6%) believe that it is a somewhat effective deterrent, while only one in twenty (5.7%) believe it to be a very effective deterrent.

Of the respondents who believe jail time and fines are not very or not at all effective (420 out of 621 respondents), the primary reasons they do not believe that fines and jail time are an effective deterrent are:

- Panhandlers have no money to pay fines (30.1%)
- Three in ten (30.1%) feel that jail represents a warm place to sleep and eat
- One quarter (25.6%) believe that it wouldn't be effective in general
- Over two in ten (22.4%) feel that it does not address underlying issues

Finally, respondents were presented with eight potential methods of addressing panhandling and asked to rate their perceived effectiveness. The two initiatives with the highest “very effective” responses include increased job training and education (44.1%) and increased affordable housing supports (42.1%).

Among all respondents who answered the survey, a vast majority (85.0%) have been verbally asked for money at least once. Nearly one third (31.7%) have been asked more than six times. Survey respondents were asked if they donate to panhandlers and more than six in ten (64.8%) say they never donate money, food, or any other items to panhandlers. Nearly one quarter (21.7%) rarely donate, while one in ten (10.8%) donate from time to time. Another 2.1% indicated they usually give to panhandlers.

Of those respondents who do not give to panhandlers (474 out of 621 total respondents), one quarter (24.3%) do not donate because there are social programs available; two in ten (21.6%) feel that it does not help panhandlers because it encourages the activity; 20.5% believe panhandlers should earn their money like everyone else; and over one in ten (16.3%) do not donate because they worry about what panhandlers may purchase with the money.

Exposure to aggressive panhandling varies, with only 3.6% of respondents encountering what they perceive to be aggressive panhandling frequently, and three in ten (28.5%) encountering such activity sometimes. Please note that aggressive behaviour was not defined but, rather, emphasis was placed on the perception of the respondent as to what was aggressive.

When respondents were asked why they believe people panhandle, the most common reasons mentioned include alcohol and/or drug addiction (37.3%), people needing money or being down on their luck (34.1%), or people that are lazy and/or don't want to get a job (27.2%). Over one in ten feel that the reason people panhandle relates to an inability to work (15.0%) or people seeking easy or free money (13.6%).

PEOPLE FEEL UNCOMFORTABLE WITH PANHANDLERS

Overall, 85% of respondents agree (strongly or somewhat) that panhandling negatively affects businesses and 80.6% agree (strongly or somewhat) that it negatively impacts tourism. 67.1% agree (strongly or somewhat) that panhandling makes it uncomfortable for them to shop in specific areas of the city. 41.7% agree (strongly or somewhat) that they avoid areas of the city specifically because of panhandlers. 17.9% strongly agree that Saskatoon has a lot of panhandling (59% agree

somewhat or strongly on this point). Residents do not see panhandling as an acceptable way to make a living, with 70% strongly disagreeing with this activity.

DIFFERENT LEVELS OF GOVERNMENT ARE VIEWED AS BEING RESPONSIBLE

Of those residents who believe that panhandling is at least somewhat important to address (510 out of 621 respondents), one half (49.4%) believe that the City of Saskatoon should take responsibility for addressing the issue of panhandling. Nearly three in ten (27.8%) feel the responsibility is that of the police. One in ten feels that everyone shares a responsibility (10.3%). One in ten feels that the provincial government should take responsibility for the issue (10.2%).



Intercepts

CONSUMER INTERCEPTS

Street Activity of Concern to Residents

The intercepts also illustrated that the major concern of residents is not that of panhandling but rather other forms of street activity. Below is a summary of the intercepts and the main findings by the particular area in which the intercept was conducted.

Broadway – Opinions are split on the issue of panhandling. Some people mentioned that they do not really see panhandlers in this area and that most panhandlers are downtown. Some consumers were very annoyed with the panhandlers. Some felt that panhandling is an issue that needs to be addressed in Saskatoon or that the city needs to create and enforce a bylaw to deal with panhandling. Other people said they think panhandling does not affect people in a negative way. Some “feel bad for them.” One female mentioned that she wished they had money because she felt bad knowing she had more than the panhandlers. She also wished that the city would be able to provide better programs that could help these panhandlers. A lot of consumers said they ignore the panhandlers and try not to take notice of them. Some consumers mentioned that there are a couple of panhandlers in the area on occasion but that they usually just ignore them.

Many consumers on Broadway said they would not avoid going to certain stores even if there were a panhandler present because they are not intimidated by the panhandlers and because most panhandlers are passive. A young female said a panhandler would not influence her decision to go into a store because “they are not hurting anyone.” Only one consumer said the presence of a panhandler would keep him from going into a certain store or area because he did not want people asking him for money.

Some consumers on Broadway felt that the issue of panhandling should be addressed, while others said it did not need to be addressed. People that wanted to address the issue did so because they felt that panhandling was not good for the city and tourists might associate the negative street activity in an area with the overall city. Some consumers felt it should not be addressed because there are not that many panhandlers in Saskatoon and panhandlers are common to all cities.

A few common suggestions made by most consumers in this area to address the issue of panhandling was to have more programs, bylaws, or a ticketing program to control panhandling. One person suggested a harsher way of dealing with the issue, which was to “shoot them all, put them in prison and give them tickets.” He thought shooting the panhandlers would eliminate panhandling entirely because they would know that they would get shot if they did panhandle. Another consumer said there should be a discussion about programs for them.

The consumers from Broadway said that they are concerned because of the bars and crimes. They mentioned public drunkenness being a concern because there is a correlation between alcohol and

violence. One male said that he has seen a lot of violence on Broadway and that he found a machete lying around. The same male said street vendors block sidewalks and people end up pushing and shoving. Also, the respondents talked about groups of young people. One man said that there is a group of the Indian Posse that hangs around that area. He mentioned that they sell heroine on Broadway and that bikers sell it at the coffee shops.

8th Street – The majority of consumers on 8th Street said that panhandlers are annoying, although only a few indicated actually encountering any panhandling on 8th Street. Respondents think the city should create programs that are directed towards the goal of eliminating this problem – such as counselling or employment workshops. Others suggested making a bylaw to make panhandling illegal or ticketing panhandlers. The majority of these consumers also said that they've never seen any panhandling on 8th Street. When they talked about panhandling, they were frequently referring to the downtown or 2nd Avenue area. A lot of the consumers on 8th Street think negatively of panhandlers and feel that they should get jobs or treatment if they have mental illness or addictions. Some also said that panhandling is not the biggest issue in Saskatoon. Most of the people said that the presence of a panhandler would not affect whether or not they would enter a shop; however, about one in ten said that it would.

1st Ave – The majority of consumers seemed to be indifferent towards panhandlers on 1st Ave in front of the Midtown Plaza. They generally felt that the panhandlers should get jobs and that panhandling is more of a nuisance than a threat. They all said that the City or the police should be responsible for dealing with this issue. People here said that panhandling isn't a big issue.

Some people felt guilty after encountering panhandlers, some felt annoyed, and others felt bad for them. One consumer said that she thought most panhandlers were out on the streets to support their bad habits and therefore she does not like to give them any money. She would rather give her money to an organized association because then she would know that the money is going to people that really need it.

For the consumers on 1st Ave the presence of a panhandler would not keep them from going to a certain area or store because they did not feel threatened by them. One person said the reason a panhandler would not keep her from going into a particular store or area was because she would have already made up her mind about where she would need to go. However, many consumers felt panhandling should be addressed either by having bylaws or by banning it.

Respondents indicated that they are more concerned about groups of young people, street fights, loitering, and prostitution. They feel that the young people that loiter are members of gangs and that they have no sense of responsibility.

2nd Ave – Many consumers on 2nd Ave said that panhandlers should get jobs but that they are not one of the main issues that Saskatoon needs to deal with. Some said that panhandlers are down on their luck and just need more social assistance support, such as a bigger monthly allowance and access to programs and treatments. The majority felt safe with regards to panhandlers; however, many indicated feeling unsafe when it came to gangs and young people. This was stated by many as a major problem in this area.

Most of the consumers said they are not influenced by the presence of a panhandler and will continue to go into the store or areas they intend to go to because the panhandlers are passive. People did indicate that they felt bad for the panhandlers but also felt like the panhandlers put themselves in that position. One major reason consumers on 2nd Ave felt that panhandling should be addressed was because it affects businesses. One female said panhandling used to mainly occur around the Midtown Plaza or McDonald's but that now panhandlers seem to be everywhere. One person said the issue should not be addressed because panhandlers are also people and some of them need to do this. A couple of common suggestions for dealing with panhandling were to have the panhandlers be fined or told to move from the area. One person said that the panhandlers who are not able to work should be allowed to panhandle.

There are a lot of concerns on 2nd Ave regarding groups of young people, public drunkenness, drug trafficking, and loitering. Gangs and young people cause a considerable amount of intimidation. Respondents cited gang members and young people "hanging around, staring at you," and said "they might attack you," that "there are these young people who mug or attack an honest working senior," and "there's more of them than there are of you."

Many consumers indicated seeing street fights, public drunkenness, drug trafficking, and gangs. One consumer said that the street fights can sometimes get really bad and people can get seriously injured during the fights. People also find street fights to be unsafe for those passing by because they can get hurt trying to get around the fight. One person said that, because the fights often occur right outside the buildings, if someone is trying to get out from inside of a building while people are fighting close to or outside the door, they may get caught in the middle.

Another person mentioned that the public drunkenness and drug trafficking create an unsafe environment; he felt that people will do whatever it takes to get what they need, even if that means stabbing someone. Another consumer said gangs exist more now because there is a shift in role models for younger people. He said more younger people are being influenced by negative role models rather than positive ones.

Some feel that the young people on the streets are always drunk or drinking. They also feel that they are outnumbered by these young people and it makes them feel nervous. Some feel the young people might attack them. Some seniors are very scared of possible violence. One woman says she is "afraid of drug trafficking because there might be altercations and someone might get hurt." People made the same type of comments with regard to street fights as well.

21st Street - Most of the consumers were not bothered by the panhandlers because they encounter them on a regular basis and know that they are not threatening. Some people said the panhandlers are "quite nice and humble mannered," and only one person mentioned fearing for their safety due to a panhandler. This individual said that this fear was because she does not always know how the panhandlers will act and also because they create an unpredictable feeling when she walks by them. She also fears for her safety because of the lifestyle difference. Furthermore, she does not know why they are panhandling, so if someone says no to them, she does not know how they will react. A lot of

people felt sympathy for the panhandlers, and some thought people who did panhandle did so as a last resort and therefore needed help.

People were generally not bothered by the panhandlers and usually just ignored them when they saw them. A few consumers said they would give to panhandlers if they had the spare change, while others preferred to buy them food instead of giving them money. A number of consumers on this street felt like the panhandlers were the responsibility of the people of the city to take care of because they are part of the society. One man in his late teens or early twenties stated he thought most people panhandled because they have been put into an unstable mental state due to their past experiences (i.e. the way they were raised or family influences).

Many consumers on 21st Street compared the panhandlers in Saskatoon to the ones in Vancouver, saying the ones here were not as bothersome as the ones in Vancouver. Consumers also said they enjoyed the ones that play some sort of music as opposed to people just asking for money because they felt like they were actually doing something to earn their money.

A couple of people said they were not bothered by them but that they did not really like the presence of panhandlers. One consumer said she did not mind the panhandlers but did not like that they make the city look unpleasant. She also did not think it was necessary to give to panhandlers because, being a social worker, she knows that there are programs available to help the panhandlers. One male felt sorry for the panhandlers but also felt that the panhandlers put themselves on the streets. He also mentioned that in order to address the issue of panhandling, the attitudes of the society would need to be changed. He thought that if more people tried to encourage the panhandlers to do better with their lives it would be helpful for the panhandlers.

There were a few consumers that were bothered by panhandlers and felt that they should be dealt with. Some said they feel that the panhandlers are a nuisance and do not help to promote the city. One woman said the panhandlers are sometimes “in your face” asking you for money, which can be quite annoying. Another male felt like he could not enjoy his time downtown without being harassed by the panhandlers. He was also the only one that said he would sometimes avoid certain stores or areas due to the presence of a panhandler because he was really tired of always saying no to them. He would, however, still go to certain stores regardless of a panhandler being there because he wanted to support the businesses and not let the panhandlers win. A lot of the consumers that were bothered by the panhandlers felt there were other ways for them to earn money and therefore they would not give change to them. A few of the consumers mentioned they would not give money to the panhandlers because then they would just be supporting the problem and allowing it to continue.

Some consumers felt the issue of panhandling needed to be addressed in Saskatoon because it makes the city look less clean and influences newcomers’ perceptions of the city. Still others felt that it is too broad an issue and, in order to address it, one would have to look at each individual person and their reasons for panhandling. A few people mentioned that panhandling is part of life and occurs in every city. One person said poverty is more of the issue that needs to be addressed rather than panhandling. He indicated that “panhandling actually defines the level of poverty in the city” and he felt that poverty is therefore the main thing that needs to be addressed. Some people felt that in order to address the issue of panhandling there should be more ticketing and more

programs to help them. Some people even suggested having groups that could voice the panhandlers' opinions for them as well as inform people of what they felt could be done to help their situation.

Other negative street activities that consumers on 21st Street mentioned were people being under the influence, people being attacked, gangs, and drug use. People felt these street activities make the area unsafe because people do not know what to expect. One person indicated that when she comes to work in the morning she finds people passed out in her parking area and she also often finds smashed beer bottles on the pavement. Another person mentioned that there has been an increase in drug use and gangs. A few people even mentioned traffic in the area being very bad. They said people are often driving fast and they are in a hurry to get somewhere, so they do not always watch out for pedestrians.

20th Street - Panhandling does occur on 20th Street, but it is not the "stereotypical" panhandling. People typically walk around asking for money. Few people sit and panhandle. There is a problem with aggressive panhandlers in this area. One person in particular stated that he was robbed by panhandlers. Consumers said they are reluctant to give to panhandlers as there are many with addiction problems. Panhandlers and the homeless are most likely to give to each other as they know how it feels to be in that situation.

Other street activity on 20th Street was stated by the consumers as common. Consumers said they have a big concern with groups of young people because they like to cause fights for no reason and they sometimes deal drugs. One consumer said that chances are very high that they have knives on them.

Consumers have some concern with safety during the day but mostly feel very unsafe at night. The night is when prostitutes come out and when most of the street fights happen. There is a lot of drug trafficking happening in this area, as well as a lot of public drunkenness. Loitering is most commonly seen in front of the liquor store on the corner of Avenue D and 20th Street. This loitering can sometimes create an issue for consumers, as they do not feel very safe walking through a group of people to go into the store.

Confederation – Overall, elderly females seemed to be afraid of panhandlers because they do not know what these panhandlers will do. One said she does not want to give them money because she thinks when she takes out her wallet they might snatch it from her and run away. Some individuals even mentioned that they find female panhandlers to be more aggressive than males. They say the issue with males is that they are just drunk or high. The females are more likely to yell or threaten.

The researchers also spoke to the security guard in front of the Superstore in Confederation. He said that he is not scared of panhandlers and that a lot of them are just intoxicated, so he is not worried about them being aggressive. A lot of people in this area were saying that panhandling is not a big issue. It is more the groups of young people that they are scared of, as they do not want to get robbed or hurt by these groups.

The consumers interviewed in this area find that the main problems here include public drunkenness, rowdy groups of young people, and loitering. Public drunkenness, and the violence associated with it, is a big problem in this area. There is a general fear and lack of trust for the groups of young people. There is also a sense of distrust with loiterers, and a few respondents in this area mentioned that they do not feel safe because of them. One man also mentioned that panhandling is not one of Saskatoon's main issues. He stated that the primary problems were gangs and drugs.

Busking

Overall, a majority mentioned that they like buskers more than panhandlers because they are actually doing something for their money, such as "playing music or washing windows, etc." and not just sitting down, holding their hat out, asking for money. Most consumers do not view busking in the same negative light as panhandling.

People indicated that they enjoy listening to the buskers and felt that a lot of the buskers were really talented. One busker that was interviewed said he busks because he likes singing. He also felt that the "artists are sometimes turned into beggars here" because not everyone can afford to record in big studios. Another consumer said she really likes listening to the ones that play and will usually give money to them because she feels they have earned their money. Overall, consumers are not bothered or annoyed by the buskers because they find them to be entertaining.

Solutions

Some solutions offered by the people interviewed to deal with the issue of panhandling were:

- Better social programs/treatment facilities
- Jail/fines
- Sending them to another city/outside the city limits
- Creation of a new bylaw
- Block out zones - i.e. panhandlers would not be allowed to go within a certain distance of a given enterprise or could not enter a particular area
- Have more police rather than security by the bus mall

There were some people that felt that panhandling is too broad a situation to be dealt with because no one knows why someone is panhandling. They felt that in order to address the situation one would have to look at each individual and find out why they are panhandling to be able to stop it or control the situation. Some people suggested providing the panhandlers with a certain number of warnings, and then if they do not leave or stop panhandling, they should be fined and serve jail time. Other people said ticketing them would not be helpful because they already do not have money and the laws against panhandling would just make them find other ways of earning money, such as drug trafficking or robbery.

A number of people said there should be better social programs in place to actually help panhandlers. One consumer suggested having programs to help them find work and get their lives back on track. Another consumer suggested having a committee for the panhandlers made up of some of the panhandlers as well as other people (e.g. service providers, law makers, etc.) in order to

actually find out what they really need, why they are panhandling, and what solutions they think would help their situation.

SASKATOON BUSINESS COMMUNITY INTERCEPT

Street Activity of Concern to Businesses

Broadway

On Broadway, most managers on duty of businesses said they either had no problems or very minor dealings with panhandling in the area. The businesses mentioned that many panhandlers were located in the downtown area but not on Broadway. The businesses in this area did not feel that panhandling was of a particular concern for them. There was one business that did notice some panhandlers in the area, but they did not really consider it an issue because they are passive panhandlers. This business indicated they have had some panhandlers around the business, while others sometimes even come into the restaurant, for example, and start asking the customers for money. They found the panhandlers were usually the same ones. In order to deal with the panhandlers, they usually just ask them to leave.

A few of the businesses did say panhandling is an issue that needs to be addressed but mainly downtown. The reason the issue needs to be addressed is that the panhandlers make some customers uncomfortable and affect opinions of people who do not live in the city. One of the businesses said panhandling is not really an issue, so it does not need to be addressed, and another felt that panhandling would not go away even if it was addressed. A couple of common suggestions made by the businesses to address panhandling were to have better social programs and to have laws against panhandling.

Most of the businesses mentioned seeing busking, charity activities, and street vendors once in a while in the area; loitering and groups of young people were seen more often and on a more regular basis. The businesses found groups of young people to be negative because they either scared customers or made them nervous. Two businesses mentioned drug trafficking and one business mentioned public drunkenness occurring in the area. The businesses find that the groups of young people make other people uncomfortable and cause them not to come into the store.

The drug trafficking mentioned by one business is thought to have a positive *and* negative effect on the business because it brings a lot of people to the area, but it brings “ratty” people into the business as well.

Busking, charity activities, and street vendors were not really a concern for businesses. They found that these street activities actually attract customers and bring people out into the area. Busking was positive because it is considered appropriate for Broadway and is beneficial to this unique area, though a bank located on Broadway said that buskers irritate customers and some do complain.

Some of the businesses have never reported any street activities to the authorities because they have not had major problems with them. One business did report a drunk driver, while another

reported a street fight that occurred once three years ago. Other than that, no other street activities have been reported because the businesses either did not have any problems with them or did not think the activities to be severe enough to report to the authorities.

Below are a few of the comments from the intercept surveys in regards to street activity experienced in the downtown area:

What types of street activities do you notice in this area? Are they positive or negative?

Groups of Young People

Negative, it makes clients nervous.

Negative, they hang around and litter

Negative, because when you're dealing with seniors they panic and get scared.

Would make some people uncomfortable about coming in because they are playing or hanging around. It's just the kids once in awhile and that is a result of Seven Eleven; there is littering.

Panhandling

Negative, clients complain, it irritates them

Negative, people don't want to be approached

Negative, people get scared

Busking

Negative, clients complain—it irritates them

I don't care either way.

Positive because it's Broadway; it's a unique area.

Positive because it attracts people and brings out a positive atmosphere.

It draws attention during the Fringe & stuff; get a lot of walk-ins.

Positive because usually they busk enough to get a beer.

Loitering

Negative, clients complain—it irritates them

Negative; it's hard to get in when there are people outside.

Charity Activities

Negative, clients complain—it irritates them.

Neutral.

They have steak nights and suppers. They are OK.

Public Drunkenness

Don't see that during the day.

Negative, it makes people feel unsafe.

Street Vendors

Don't see them.

Positive, it brings people out to see something new

Positive, we don't get many. The guy is making a living and is clean. It's art of culture.

Positive, they attract people.

Prostitution

Don't see them.

Not applicable.

Street Fights

Don't see them.

Negatively, it puts you at risk and damages property.

Drug Trafficking

Don't see them.

Negative, I think it's obvious.

Can be positive or negative. It brings people into the business for drinks, but then it brings ratty people into the business.

Downtown

1st Avenue - On 1st Avenue, businesses indicated seeing groups of young people and busking occurring once in a while, but they felt that both of these activities do not really have any effect on the business. A business indicated that loitering occurs all the time, and public drunkenness occurs regularly. The loitering and public drunkenness both impact the use of their ATMs because sometimes people sleep there or there is vomit in the ATM room. They even have had to shut the ATM room down a few times between the hours of 10:00 pm and 6:00 am. They have also found that due to street activities occurring around the ATM room people will not use the machines or do deposits after 8:00 pm. They have had to call the authorities a few times to have the homeless people removed, but the police have asked them to come up with a solution on their own to deal with the problem.

One business indicated they had problems with the panhandlers. This business sometimes had about two to three of the same panhandlers around their business. Those at the business said they find panhandlers to be aggressive because they often sleep in front of their ATMs, which makes it inconvenient for others to use the machines. Panhandling affects this business in a negative way because they have lost ATM revenue, and many of their customers have moved to neighbourhood branches due to safety reasons.

This business also felt that people have become cautious about coming to their business because of the panhandlers. They have asked panhandlers to move away from their business and found that some do leave on their own, while others required police intervention in order to be removed. Managers here did not think reporting the panhandlers to the police helped because the same panhandlers would be back the next day. The business had some customers comment on the panhandlers, saying that "they are on every corner," "made it difficult to get into the mall," and that "downtown is not safe in the evenings."

2nd Avenue – The businesses on 2nd Avenue indicated that they see panhandling around their business either all the time or regularly and that panhandling has a negative impact on their business because it keeps customers away. One business said they have anywhere from five to ten panhandlers around their business, usually consisting of the same people, while another said they have about five to six panhandlers within a block of their business, consisting of mostly the same people.

Businesses said they have asked panhandlers to move away from their business and they usually do move, but there are times when they have to ask them multiple times to move. One business has even called the police to report aggressive panhandlers, but they felt it did not have any effect because they found “the police really don’t do anything.” The businesses did feel panhandling is an issue that needs to be addressed because customers have indicated that it is bad for business. One business suggested having fines to address the issue.

One business said that the panhandlers are passive and quietly ask for money, while another indicated they have both passive and aggressive panhandlers around their business. One of the businesses felt panhandling has really impacted their business because they are supposed to be a family restaurant, and due to the people outside of their restaurant, parents do not want to bring their children there.

Most of the businesses on 2nd Avenue, however, said that they feel that panhandling is not the biggest issue that Saskatoon has. One businessperson said that there are persons who obviously have mental health issues and asked, “Why are they just being turned out to wander the streets?”

Most of the businesses found that the young people were intimidating and scared the customers as well as the employees. One female does not like walking around at night or using the transit system after 5:00 pm because of the young people. In some cases, the businesses find that young people loitering in the entranceways makes it difficult for clients to feel safe to walk into the establishment. One business claimed that young people intimidate customers, hit their windows, and smoke inside their doorway. Another problem is drinking in the alleyways and loitering.

They also indicated that on occasion they have seen street fights, prostitution, charity activities, and street vendors. One business did mention that the groups of people outside make customers hesitant about coming into the business because it looks like a “rough” crowd.

21st Street – The businesses on 21st Street said panhandlers do affect their businesses and that they often see the same panhandlers on a regular basis. These businesses indicated that they find panhandlers to be annoying and not good for the business because they cause people to leave or not come in at all. They also find some people are made uncomfortable by the presence of panhandlers. They said there are about four to five panhandlers, both aggressive and passive, that are regularly around their businesses. They indicated that whether panhandlers are passive or aggressive usually depends on whether the panhandlers are high or not at the time they encounter them.

One business on 21st Street said that the female panhandlers are more aggressive than the males. There was a young female customer that stayed in their store for quite a while because she was so scared of one particular female panhandler.

Many of the businesses do not consider busking a problem and, in fact, think of them as enjoyable. Charity events are no problem and usually add to the atmosphere. Public drunkenness has happened a few times. Regarding street fights, they have heard of them occurring, and they have heard a few yelling matches that drew them outside.

The homeless have gone into one store a few times. One business said that, once, a customer brought in a homeless female and asked them to let her stay in the store while she went to buy the homeless woman proper winter outerwear.

One business said that they've had no problems during the day and only a few times have people tried to break in at night.

Below are a few of the comments from the intercept surveys in regards to street activity experienced in the downtown area:

What types of street activities do you notice in this area? Are they positive or negative?

Groups of Young People

Young people hang around thinking they own the streets. Negative.
Young people obstructing business entrance.
Loitering is destroying our business, every year it is getting progressively worse we are thinkig about moving
Natives always come in and bug me for money or try to steel.
Some specific situations affect business, negatively such as theft or verbal abuse, but it doesn't happen too often.
Negative, young people are bad for business. They stand in the middle of the sidewalk and scare customers away.
Negative, groups of young people are bad for business- they stand in middle sidewalk scare customers away
With the Odeon next door we get large groups of young people waiting for concert and they block the doorway and intimidate customers.
Groups of young people intimidate some customers...typically the older demographic
Groups of young people -they block the doorway
Negative, some people are intimidated by these groups of young people.
The groups of young people will probably develop into gangs and threaten us
Groups of young people - They obstruct the entrance to the business, are intimidating to customers, are loud and rude
Groups of young people - intimidate customers, hitting window, smoke inside doorway
Groups of young people - makes it difficult for client to feel comfortable and to be safe to walk into the salon.
Groups of young people - these activities do not give shoppers a feeling of security or comfort
Groups of young people - Positive. Shop at the store, usually pleasant
Groups of young people - Usually coming from the mall, they just walk by no effect.
Groups of young people - If they are shopping it's good, but if just loitering not good

Panhandling

Panhandling - keeps customer from coming downtown
Panhandling - Has an overall effect of making people reluctant to come downtown
Panhandling, It's disturbing that such a rich city cannot look after it's own people
This is destroying our business, every year it is getting progressively worse we are thinking about moving
Panhandling - Neutral for the most part.
Panhandling - They are creepy, dirty, sick and scare customers away.
Panhandling - Bad! creepy-scare customers, dirty, sick.
Panhandling - Usually happens further down 2nd avenue.
Panhandling - Asking for money when customers are leaving ATM area
Panhandling - way too many people asking for money...many customers mention this as primary reason to avoid downtown
Panhandling - negative, just looks bad and gives people a uneasy feeling to come downtown
Panhandling - Those people will affect our customers. They won't come downtown.
Panhandling - We have people come in the store panhandling!
Panhandling -customers being asked for money while plugging parking meters (which they are already unhappy about) scares them away from downtown.

Panhandling doesn't hurt the business but it might scare people
Panhandling - Negative. Customers complain constantly
Panhandling - not great for our business but they have mental health issues.
Often customers won't come into the store because panhandlers stand on the corner blocking our door
They sit on benches sometimes, no effect on business.
Very annoying, causes people to leave or not come in

Busking

Love busking, positive.
Busking - No effect on our business. See it but no effect.
Busking - Positive, wish it was in every street as it promotes a fun light atmosphere & gives exposure to musicians
Busking - Neutral for the most part.
Busking - positive, love the street performance
Busking - Don't see many
Busking -very little in the way of quality entertainment. Most are very bad and very loud. Again a deterrent to shoppers.
I'm ok with busking cause at least they are adding something to the downtown experience
I like buskers if they are good
No real effect

Loitering

Loitering - Always around my store, negative.
Obstructing traffic.
Very intimidating, again keeps people from downtown
Same as panhandling
Unnerving
This is destroying our business, every year it is getting progressively worse we are thinking about moving
Neutral for the most part. Only some specific situations affect business, negatively such as theft or verbal abuse, but it doesn't happen too often.
Rough scary people that are drunk and out of it that block the sidewalk
Bad-rough, scary, drunk, out of it, block sidewalk
Again it blocks the entrance way but isn't a big problem.
using the atm area for shelter from cold
problem when blocks traffic flow or individuals are loud and aggressive
negative, they make customers feel uncomfortable
negative, people just waiting to make trouble
They might come to our store and talk to our staff
People hanging out on street corners, sometimes make people nervous coming downtown
Block access to business, deters people from coming in
Loitering people often sit on water pipe against the store
Bring in business sometimes
Again annoying-causes people to not want to come downtown

Public Drunkenness

Scary.
More so in the evening continuously having to clean-up the mess from vomit, urines, etc.
Same as panhandling obnoxious drunk bothering customers in store

Someone threw up in front of my building-and we are not licenced.
Negative, scares customers away & makes staff uncomfortable
They are scary and pee on the sidewalk
Bad-feel on sidewalk- scary
There are several bars in the area so it's more of a night time issue but its usually not a problem for us.
Drinking while in ATM area mostly @ night & weekends.
Negative, butts, puke, urine, just bad for business
They might hurt people who are walking and affect our customers or staff.
There has been the odd incident of public intoxication, this includes drugs as well as alcohol.
Vulgarity intimidates customers
Negative.
Makes people very uncomfortable

Street Vendors

Positive-when kept controlled to corners-presents casual eating options & people use it over the summer
positive
Positive, fruit stands, hotdogs etc. all add to the downtown experience
That might cause less people to come to our store
Food vendors are good for downtown! Keeps people out

Prostitution

Never seen any
Not an issue in our area
Negative we don't see much of this
They will affect our customers

Street Fights

Scary.
Haven't seen one
They cause crime and danger
Dangerous!
Negative-infrequent but very disturbing when happens- persons killed in street fight just around our corner.
Negative
Negative usually from the bars downtown
They will affect our customers and staff and might cause some hurt on them
Scares people away, makes shoppers feel unsafe
Negative, customers leave or don't want to come back
Negative. Deters customers from shopping
Very far and between, not usually a problem

Drug Trafficking

This seen a lot in front of McDonalds-that area at the bus mall
See needles
Happens in the back allies and is unsafe
Negative "Herman Building"

The Olympia restaurant & at the bus mall area is infected with drugs, etc.

Happens on benches outside store

Riversdale and 22nd Street

20th Street - Businesses in this area are very bothered by panhandling because panhandlers come into the stores and ask for money. They tend to hang out in groups in front of some of the stores and customers do not want to walk by them. Some businesses said that they have been robbed by these groups of young people. The businesses also say that the groups are usually gangs. These groups of young people have been described as between the ages of 18 and 25, usually all male, and are of Aboriginal descent. The size of groups varies all the time. When you are walking outside, one business owner warns, do not make eye contact or you will be asked for money.

Businesses deal with street activity such as loitering, drug trafficking, and public drunkenness on a daily basis. One business has witnessed people passed out in the lane right behind their place of business. Businesses have tried calling the police about street activity, but the people have left by the time the police get there in most cases.

Another business talked about how different the young people in this area are compared to 20 years ago.

“It used to be that as a business owner you could go out and “smack around” these youth if they were bothering you or your customers. Today you cannot do this.” – Business Owner

There is a sense now that these youth are more dangerous and that they will really hurt you or burn down your business.

Staff members at the businesses on 20th Street carefully watch their merchandise. One business stated that they count the number of people who walk into the store and then count the number that leave. Frequently youth try to hide in the business so that when it closes they can rob the business after everyone has gone.

Businesses also mentioned the frequency of viewing criminal acts and said that the young people do not seem to care about who sees what. One business owner commented that he frequently sees drug deals occurring. The business mentioned they know that someone is watching them but they go ahead and do it anyway. Another business suggested that the location of the methadone clinic on 20th has caused many issues on that street.

Poverty is seen the largest culprit of why young people are getting into gangs and dealing drugs. As one business noted, criminal activities are also a source of social fun for many of the young people in this area. This business owner also stated that people in the area are very territorial and sometimes yell at people to get “out of their territory.” This business owner continued, “If they smell fear, you are a goner.”

Overall, it is the other types of street activity in this area that are of concern and less so the panhandling. There does, however, seem to be erratic and unpredictable panhandlers in this area that are cause for concern by business owners in terms of safety of their staff and customers.

22nd Street –Interviews were conducted with a few businesses along 22nd Street. The businesses interviewed mentioned they have concerns with panhandlers and other forms of street activity. In terms of panhandling, this area has aggressive panhandlers. According to the businesses, similar to those on 20th Street, these panhandlers are erratic and unpredictable. One business that has a drive through stated they will come up to the cars and bang on the windows. They panhandle for both coffee and money.

In terms of other negative street activity, drugs have been a problem. One store has locked their washrooms so that customers must be buzzed in. They did this due to problems with finding drugs and needles in the washroom. They have also changed the lighting to include black lights so that should someone try to “shoot up” in the washroom, they will have difficulty finding a vein.

When asked what was more important to deal with, the panhandling or these other street activities, the reply from the businesses in this area was “both.” Both are seen as equally scary and confusing to staff and customers.

Below are a few of the comments from the business intercept surveys in regards to street activity experienced in the Riversdale and 22nd area:

What types of street activities do you notice in this area? Are they positive or negative?

Groups of Young People

Many are in gangs
They are an intimidating bunch
You can mess with them like you used to; they will come burn down your store
Typically people of aboriginal descent
Staff need to watch more than just who is coming in but what they are doing when they come and if they eventually leave or not.
They sell drugs right in front of you. They are not shy.
They act like it is there territory.
Gang problem is increasing.
Minors do break and enters regularly. Lots of “kiddy” gangs in this area.

Panhandling

Bad – they come in to the stores and ask for money from the customers
They will follow them on the street asking for money
Employees have gotten jumped for cigarettes. Get jumped middle of the day now.

Loitering

Just don't make eye contact with them else they will ask for money or worse attack you
Lots around the liquor store. Not too much of a problem though.

Public Drunkenness

See lots of this down here. People are high or drunk.

Regularly see people passed out on the street.

Intimidating for customers to see people passed out or talking to you but you can't understand them.

Prostitution

See young girls out on the streets. Where are their parents?

The issue with this and other street activities is the concentration of poverty in this area.

Street Fights

Always happening. These young guys are always fighting.

Related to gang activity in the area.

Drug Trafficking

Methadone clinic on 20th has caused all sorts of concerns. You see young people selling stuff they get from the clinic.

Lot of drug activity. Pick up needles frequently in the back alley. A bit less now that the Barry is gone.

Confederation - The businesses did not all see a lot of panhandling occurring in the area. One business said they did not have any problems with panhandlers because they are within the mall and they have not noticed any problems around the mall area. There were two businesses that said they have had to deal with panhandlers. They have asked panhandlers to leave because they affect their business negatively. One manager said panhandlers "may discourage the odd person from coming into the store because they sit in front of the door." He also said if someone has a bad experience with the people outside, then they might not come back to his store. He said he has noticed about twelve people, always the same core group made up of people of various ages, panhandling in this area. Some of the panhandlers are young and there is a couple in their sixties or seventies.

The businesses indicated the panhandlers are passive and usually easy to remove from their stores. Once in a while the panhandlers will go into the business and ask for some water but rarely ask the staff members themselves for money.

One business manager said he has never had to report any panhandlers to the police because when he kicks them out they usually just go, and because of that he did not fear for his safety. He said, however, that some of his staff do have concerns for their safety if they are by themselves because they worry about getting robbed. The manager also indicated he had only been in the area for about a year at the time of the interview, and for the first three months that he was there, he did not see as many police patrolling the area as he does now. This increase in policing occurred about six months ago, and he said the police activity makes him feel safer in the area.

In addition to panhandling, one business interviewed indicated, many of the staff members have been robbed on the way to or from their business more than once. They have the same group of eight people that sleep in the lane behind their business every day. One employee calls them the "Lysol clan," as they are known for drinking it. They do not always cause trouble but have been known to ask people for money as customers walk to and from the restaurant. Some customers have been chased into the store to get away from them. The group of eight has been described as a

little older (in their late twenties to mid-thirties), all male, and most of them of Aboriginal descent. This business used to be open until 10:00 pm, but since it is too dangerous for the staff, they now close at 9:00 pm.

The staff takes garbage out in pairs, as they never know what will happen if they go alone into the lane, especially since the group that “lives” in the lane are often drunk or high. This business has thought of moving locations but would rather see something done about it before they have to make such a decision.

These “other” types of street activities mentioned by the businesses in this area are the main focus of concern, not the panhandlers. All of these activities have many people worried for their safety both day and night.

Below are a few of the comments from the intercept surveys in regards to street activity experienced in the Riversdale and 22nd area:

What types of street activities do you notice in this area? Are they positive or negative?

Groups of Young People

It is not really an issue.
I don't really think it's much of a deterrent.
We always have to ask them to move; older people are afraid to come to the store because of the group.
They intimidate others.
They can be negative; elderly public are concerned about the safety.

Panhandling

They chase away costumers.
Not applicable; we don't have panhandlers.
People are scared to approach panhandlers; it gives a bad image.
It scares customers.
Public may not feel safe entering a business with panhandlers present.
They are a bother to the customers.

Busking

People think you need to give money. They help draw customers in.
Gives a perception of homelessness.
Some people may find them annoying.

Loitering

It's really bad; they sleep near here and people feel intimidated.
It doesn't affect our business.
People are hanging around and not buying.
Gives a perception that they have nothing better to do.
If the size of the crows gets too large issues arise.
Customers are afraid.

Charity Activities

Doesn't affect business. Occasionally people come and sell products.

Draws attention to the store and business increases because of the activity

Makes customers feel obligated.

Public Drunkenness

It deters customers.

Doesn't happen here often.

Gives a bad public view of the store if drunks are around all the time.

Disgusting and sad.

Negative and unpredictable.

Street Vendors

Doesn't draw people in; can deter customers.

Draws in good customers and increases profits.

Prostitution

Not applicable.

People don't like being asked if they want to pay for sex.

Gives a perception of wasted youth and criminal activity.

Street Fights

Not applicable.

Scares business away.

Creates fear.

Drug Trafficking

It happens in the parking lot.

Not applicable.

People are scared to come to the store because they may be asked to buy drugs.

It drives customers away.

Busking

A lot of the businesses said that they like buskers because they attract attention and might bring people into their business. One business on Broadway said busking is positive because it "attracts people and brings out a positive atmosphere." Another business said that during the Fringe Festival the people busking draw attention to the store and thus they tend to get a lot of walk-ins. A lot of the businesses preferred buskers over panhandlers because they feel buskers attract and create more business for them, while the panhandlers mostly annoy them and the consumers, sometimes driving business away.

Solutions

Businesses did feel that panhandling is an issue that needs to be addressed because it affects business. Many suggested:

- Better programs or having fines

- Curfews
- More cops on the beat

Most businesses had solutions like tougher laws against crime, heavier jail sentences, and much more police on patrol and on foot to stop all of this. “The city really needs to step in and help its citizens and decide what’s best,” one business mentioned. Overall, however, most business in all areas saw other issues that need to be addressed, not just panhandling.



Saskatoon Panhandlers

SASKATOON PANHANDLERS

PANHANDLER INTERCEPTS SUMMARY

Meeting with panhandlers within their environment helped construct a crucial understanding of what it is like for people asking for money and affected by poverty on the streets of Saskatoon. As panhandlers are often transient, living in different circumstances, or not routinely accessing social services, meeting with them wherever possible ensured a respectful approach and inclusion. Panhandlers were approached and engaged in conversation and in nearly every case were very open and willing to talk to researchers. In appreciation of their time, panhandling respondents were compensated with cigarettes.

Panhandlers were frequently open and willing to share their experiences and were often social when approached by researchers. Many identified their experiences with the public as being generally neutral or positive, with most people either not paying panhandlers much attention or donating a small amount of change. Panhandlers are not often harassed; however, some feel that they are second class citizens compared to consumers and businesspeople who walk by. While the public does not seem to openly harass or marginalize panhandlers, the omission of respect or recognition of panhandlers likely influences feelings of self-worth. This is a phenomenon examined more in depth in Arthur Schafer's *The Expressive Liberty of Beggars* (2007), where the author concludes that street-disorder problems should be dealt with "in ways that are respectful of such values as individual dignity, free expression, and individual liberty" (Schafer 24).

There has been a significant amount of research conducted in other Canadian municipal centres on the earnings of panhandlers, and research in Saskatoon suggests that panhandlers in Saskatoon earn a similar amount of money as panhandlers in other parts of Canada. On average, panhandlers interviewed report daily average earnings from about \$15 to \$25 dollars. These earnings are influenced by the amount of time panhandlers are on the streets asking for change, their location, as well as the number of other panhandlers on the street. Reports in Calgary, Toronto, and Winnipeg corroborate these experiences. A report for the Calgary Homeless Foundation found that panhandlers can earn \$10 to \$20 on average for a half day panhandling¹, while panhandlers in Toronto are reported as earning \$15 to \$50 per day². Bose and Hwang, the authors, go on to note that the income earned from panhandling is not considered to be substantial (Bose and Hwang, 2002). Some panhandlers in Saskatoon earn additional money through the recycling of discarded bottles and cans. However, this was not very common.

The typical panhandler encountered in Saskatoon was about 35 years of age or older, and typically had some form of long term housing arrangement. This ranged from rental of market property such as apartments, assisted living situations, and temporary living arrangements with friends or family.

¹ Bender, Cori, *Informal Employment: Making a Living in Calgary*, September 2010

² Bose, Rohit & Wange, Stephen W., "Income and spending patterns among panhandlers," 2002

Individuals who currently panhandle cite past experiences and circumstances as primary factors that influence their current livelihood. Common circumstances include addictions, employment loss, changing family situations such as death or sickness, or being mixed up with criminal activity. The amount of time panhandlers have been panhandling varies; however, most interviewed have been involved in the activity for a number of years. Frequency and reasons for panhandling vary, with some panhandling every day and others panhandling only when a perceived need arises. Reasons people continue to panhandle include being unable to find work, being unable to work due to mental or physical disabilities, homelessness, and continuing addictions.

Most panhandlers encountered in downtown Saskatoon in particular have been present on the street for a number of years and are commonly known as regulars in the area by both business operators and consumers who frequent the downtown area. According to business respondents in the Riversdale area, while there are some individuals who are considered to be the regular panhandlers, these same individuals do not always panhandle on a daily basis. These individuals are commonly found in the areas loitering or visiting on the streets, particularly near the liquor store, and only panhandle when a need arises or when an opportunity presents itself.

Understanding when people turn to panhandling as a way to earn money illustrates a variety of different circumstances and catalysts. Most panhandlers primarily require money for subsistence, such as food and housing. In most cases, money from panhandling is utilized to supplement other income sources, such as social assistance. Others say they spend some of the money earned on coffee, cigarettes, alcohol, or for secondary subsistence. Many of the panhandlers encountered in Saskatoon admitted to spending some money earned through panhandling on drugs or alcohol consumption.

Panhandler perceptions of other panhandlers in Saskatoon demonstrate the shared experience that people subsisting off Saskatoon's streets commonly understand. Approached panhandlers commonly shared calculated and tested strategies for panhandling, including the best times of day and the best spots, as well as mutual understandings and agreements shared with other panhandlers on the streets. This was demonstrated to researchers when a panhandler in front of the Midtown Plaza related a perception that one side of the street provided more earning opportunities than another, but that if a particular panhandler was present on a given day, the first panhandler would yield the coveted location to the second.

Ultimately, panhandlers share a variety of reasons influencing their need to panhandle as well as an assortment of current living and financial situations. While some panhandlers interviewed live day to day, worrying about daily shelter and food needs on a short term basis, others live in permanent living situations that may at least partially be paid for with money earned panhandling. Complexities with health, addictions, and other characteristics of poverty were not universal in nature, and instead represented unique circumstances for each particular individual encountered. The single unifying factor among all panhandlers was the choice inherent when spending money earned through panhandling, including the perceived need for discretionary spending, be it on housing, food, or satisfying addictions.

PANHANDLER INTERVIEWS

Below are the summaries of the individual interviews Inshgtrix conducted with the Saskatoon panhandlers. In order to find out why people panhandle on Saskatoon streets and what issues they are facing, Inshgtrix researchers met with a variety of panhandlers both in a focus group session as well as on the streets. The goal was to find out why they were panhandling and what they do with the proceeds they gather. To protect confidentiality of those who were interviewed, the names have been changed; the stories are based on their accounts of why they are panhandling on Saskatoon streets.



Name: John

Panhandler: Regular Basis

Location Interviewed: Downtown

John was born and raised in Saskatoon. He has been panhandling for many years in Saskatoon. What got him panhandling was the medical diagnosis of schizophrenia when he was 18 years of age. He admits to an alcohol and drug problem, explaining that the drugs and alcohol help him cope with his mental illness. The drugs have a secondary positive impact in that they provide him with a social life as he gets to know others who are using. He mentions he gets down a lot and has had thoughts of suicide. He explains that he met a personal goal by not committing suicide, for many with schizophrenia commit suicide by the time they are 35. He has surpassed this age and is happy he has done so.

John is a very polite individual. He talks about how his medication makes him very tired and he sleeps a lot of the time. He mentions that this makes it hard to hold down a job. He typically earns around \$20 to \$30 a day. He also gets some money from a family member and from social assistance. He does rent a place, to which his family contributes some money each month. He worries because the family member that does help him out has a terminal illness and will not be around forever to help him. He panhandles to pay his rent, purchase food, and purchase alcohol and cigarettes.

He has a bus pass through social services and panhandles at various locations throughout the city. He says you need to be respectful and people will help you out. He says he only feels like getting aggressive when people yell at him to get a job. He thinks they don't understand his situation. He jokes about becoming paranoid during the interview when the topic of the police is brought up. He says he doesn't know if it is psychosis talking or his true feelings. He says he still has a sense of humour. Overall, he is on good terms with the police but sometimes feels they ask questions they don't need to know, which makes him uncomfortable. He is well aware of the panhandling bylaws in Saskatoon and says he follows them.

He knows the other panhandlers and says that although they may at first seem scary, they are good people. He mentions that he is a bit afraid of some of the youth loitering in certain areas of the city, particularly downtown. However, he says, "I don't bother them and they don't bother me."

He eats one good meal a day and that is all he really needs. He also smokes and at times will ask people for a cigarette rather than money. He finds the business owners downtown are OK with him. The business owners on 8th Street, however, have less patience with his panhandling. Overall, he feels the people of Saskatoon are good but fears some of the baby boomers, especially those he refers to as “the tattooed ones.”



Name: Jake
Panhandler: Former Panhandler
Location Interviewed: Downtown

Jake left home at the age of 13. He has lived in various locations throughout Saskatchewan and has even been homeless, living under bridges. Jake is of Aboriginal background.

Jake has had various addictions in his life, including alcohol, cigarettes, cocaine, and morphine. He would panhandle so that he could buy these addictive substances. When he was panhandling, he did not have a home. He would sleep on the couches of friends or on the street. All the money he earned panhandling went to food, drugs, and alcohol. He earned between \$20 and \$40 a day.

He talks about the fact that successful panhandling is less about what tactic you use when you ask people than it is about the situations. He says he would look for couples because men will want to look good in front of their wife or girlfriend and will give money to a panhandler. Women are also more likely to give, as are those of Aboriginal descent. He says that those that look like they do not have much money are the most likely to give because they can relate to the situation he is in. He also mentions that panhandling near wine and beer stores is lucrative. If you just say you are \$5 short in getting a case of beer, they are likely to give you the money. He mentions overall that the ratio to giving to a panhandler, based on his experience, is 20:1.

He mentions that panhandling itself can be an addiction in that you are setting goals and, when you achieve them, you feel good about yourself. However, he no longer panhandles because he finds it hard to do now. He mentioned even when he was addicted to morphine and cocaine that it was hard to panhandle when he was “sober.” When he was going through withdrawals, it was next to impossible. It was easier to do so when he was under the influence. When he was sober, he felt bad about himself and what he was doing.

Jake has spent some time in jail. Jake is now HIV positive and has a variety of medical issues. He lives in supported housing. He no longer panhandles, but he is a busker. He feels he does not have enough money from social services and needs to busk to earn extra money in order to live and buy essentials.

Jake mentions in the interview that he does not know anyone who panhandles who is not addicted to something, be it cigarettes, drugs, or alcohol. He still feels it is important to give to panhandlers even if they spend it on items we may not approve of. It is his opinion that we still need to help out fellow human beings. He says they are likely in a tough spot and they need our help. He says if

panhandling was outlawed, then they would be doing criminal activities like break and enters, mugging, etc. to feed their addictions.



Name: Sally
Panhandler: Regular Basis
Location Interviewed: Downtown

Sally is a regular panhandler in Saskatoon. She has a spot which she likes to frequent and ask people for money. At the beginning of the interview she reflects on when she had her own place, her own apartment, when her mother was still alive. She emphasizes she did not stay with her mother but she did have her own place when her mom was alive. Sally obviously faces challenges in regards to her mental development. She does, however, participate in the interview with interest and insight.

Sally is a panhandler for two main reasons: to buy a coffee each morning and to purchase two packages of cigarettes a day. Once she earns this, and she has this amount down to the cent, she says she quits panhandling for the day. She mentions that one day she made just more than enough so she could get Chinese food, her favourite.

She mentions she will only panhandle during the day because she had been mugged a few years ago by some young fellows. She says that they tripped her and took her money and cigarettes. She is proud, though, that they only got 50 cents.

In terms of who she targets, she says it is anyone but older people because they don't have any money, being on a fixed income. She does talk with pride about how two young Aboriginal boys gave her \$7 one day.

Sally now lives in supported housing. She is able to get her shelter and meals but panhandles for her cigarettes and coffee.



Name: Trudy
Panhandler: Regular Panhandler
Location Interviewed: Downtown

Trudy was interviewed in the downtown location after asking passers-by for change for the bus. During the interview she frequently cries. She indicates her life was not always like this. She had a good life before, she says.

She goes on to talk about how she got mixed up with the wrong group of people. Her boyfriend got her addicted to morphine. She says she has no home right now and is couch-surfing or simply sleeps outside. She talks about being scared of sleeping outside and getting jumped, as she has been jumped before and fears drug-addicted vagrants.

She does receive social assistance, however, she says she sends her social assistance money to a family member who is looking after her children. She is getting cleaned up now. She is taking methadone for her addiction to morphine. She wants to get off the methadone, however, as soon as she can.

She talks about problems in getting housing, how expensive it is and hard for people like her to ever afford a place to rent. She also complains that the shelters are frequently full. She does go to the food bank on occasion and says she is frequently hungry. She panhandles primarily for food and she says she makes between \$10 and \$20 a day.

She says it is hard for her to get a job now. She has medical problems that make it difficult, including being HIV and Hepatitis C positive. She also says it is hard to get a job when you do not have a home. You have no address to give them and no phone for a prospective employer to call you.



Name: Jim

Panhandler: Regular Panhandler

Location Interviewed: Riversdale

Jim discusses how he has been on the streets for 20 years. He says he couch-surfs and sleeps in back alleys. He wishes he had a home.

When asked why he doesn't work, he says he has grade 10 education and no papers to qualify for a job. When asked if he has put together a resume, he indicates that he does not know what a resume is.

When asked why he panhandles, he replies that it is to feed his addictions. He has been addicted at one point or another to a variety of drugs, including cocaine, Ritalin, and alcohol. He talks about the bad cravings he gets and why he needs the money from panhandling to get rid of the hurt he feels from withdrawals.

He talks about how he likes panhandling and says that Saskatoon people are pretty good. He says the Midtown location is the best location to panhandle. He doesn't really like panhandling but he cannot get a job. He does get social assistance but says he pays people for their address. He will give someone \$50 if they allow him to use their address to get his social assistance cheques. He has been banned from the shelters due to bad behaviour. With no home or address, it is difficult to get a job.



Name: Betty
Panhandler: Regular Panhandler
Location Interviewed: Downtown

Betty is a panhandler in the downtown area. She frequents a number of different areas downtown and has a few preferred locations. She frequently goes out at nights and panhandles near the bars and pubs. She finds that people will give her money after they have been drinking. She also regularly picks up cigarette butts from key locations downtown.

Betty has been mugged in the past, but she says she is not afraid to go out at nights. She indicates that young people mugged her once and took \$10 from her. She says it happened on 2nd Avenue, near the McDonald's.

When asked why she panhandles, she indicates a few different reasons. First, she says, she panhandles because she likes to help people. Betty says she frequently uses her proceeds to buy pop and coffee for her friends. That makes her feel good. She also says she knows she shouldn't but does use the proceeds to buy dope. She typically makes between \$10 and \$20 a day.

Some of her preferred locations are the Olympia downtown, the hotels (Sheraton, Delta Bessborough, and Radisson). She is not homeless and lives in supported housing.



Name: Brian
Panhandler: Occasional Panhandler
Location Interviewed: Downtown

Brian is an alcoholic. He has been one for many years. He says he has been in and out of treatment centers approximately 15 times and seems to always slip back into alcoholism. He panhandles when he feels he needs a drink.

In terms of the dollar amount he panhandles for, it is just enough to buy a bottle of wine. When asked how much he needs, he says "not much, just \$5 to \$10, enough to buy a bottle." Brian says he likes to hang out at the bars to panhandle. When people are drinking, they will give money. He mentions Mano's on 22nd, Olympia, and Blue Diamond.

He says he does not make enough money from social services to meet his needs when he has a craving. He currently gets money from a pension, welfare, GST, and panhandling.

When asked what he would do if he could not panhandle, he says he might be forced to conduct more criminal acts to sustain himself. He would find a way, which could mean robbing someone.



Name: Francis
Panhandler: Regular Panhandler
Location Interviewed: Downtown

Francis is a panhandler in Saskatoon. He likes a particular spot downtown. He says he is learning guitar and has started singing so that he can busk in addition to panhandling.

When asked why he panhandles, he says he does it for his niece and nephew. He says his grandma is looking after them but she does not have much money because she keeps taking in additional kids and feeding them. So, he says, he panhandles to help support them. He also talks about an accident that left him with an acquired brain injury. He then mentions he went through a very depressive episode when his mother passed away, which caused him to try to commit suicide. He did not successfully kill himself but the manner in which he tried to kill himself left him with further health complications.

He goes on to say he feels very low about what he is doing. He says it was hard at first to panhandle. He says when he panhandles he doesn't say anything, he just puts his hat down and people give him money. He mentions that yesterday was a good day because he made \$31. In terms of location, he says Midtown is the best.

He does admit he smokes and drinks but does not feel he has an addiction. He says up to this point he has been living in a care home. He says he is paid by the week via a trustee and gets approximately \$320 a month. He also collects bottles and cans as well as panhandles.

He says it is hard to get a job due to his brain injury and lack of work experience. He says he would like to get into dry-walling, but, he muses, "Who would really hire me?" He says he is considering maybe doing volunteer work to get some experience. He does mention, however, that panhandling is addictive. It is "free" money and the lifestyle can be addicting.



Name: Boris
Panhandler: Regular Panhandler
Location Interviewed: Broadway

Boris was interviewed in the Broadway area. He has a preferred spot to panhandle. When asked why he panhandles, he replies that it is for booze (he admits he is an alcoholic) and for food. After his mother died seven years ago, he said, he went downhill and lost his job, home, vehicle, and family. He knows he can go to the Friendship Inn but dislikes that they only have soup and sandwiches. He said he makes about \$10 a day on average, but on a good day he might make \$60. He has been panhandling for three years. He says he does not currently have a home and couch-surfs with friends.



Name: Ernie
Panhandler: Occasional Panhandler
Location Interviewed: Downtown

Ernie is in his sixties. He panhandles and collects bottles on an occasional basis on Saskatoon streets. He describes his past, providing insight into why he panhandles today. He was a little boy when he was taken from the reservation and forced to attend a residential school. The teachers were abusive at the school. He recounts one experience where a teacher was so upset that she made him stand in the middle of the room and take off his clothing. She had the other children call him names like “dirty Indian, dirty Indian” over and over again. He says he had a good family but when he was taken, his mom took to drinking and drank herself to death in her early forties.

As a young man, Ernie did work, but he had a dependency on alcohol and drugs that would haunt him for his entire life. He says he was introduced to alcohol and drugs when he was 11 years old. He was not able to hold down a job as a result of this dependency. He has spent much of his life homeless, and in and out of jail. He would actively try to go to jail so he had a warm place over the winter. When he could not get his next drink, he would use other substances, such as aftershave, Listerine, paint thinners, and spray paint. He would panhandle for change to get his next drink or next meal, often sleeping in graveyards or on the river bank. When the housing boom happened in 2008, he could not afford a place and was homeless during this time period. At one point, he had a tent set up in a baseball park where he stayed for much of the winter. He did receive monies from the residential school payouts, but family members, many of which he had not seen for years, came out the woodwork and took much of the money from him. He was also robbed on 20th, where he lived for a short period of time, when word got out that he had received a settlement.

Ernie has no more money left from the settlement, as others have taken it from him. He still panhandles once and while for coffee and cigarettes, and he still drinks.



Name: Sandra and Tim
Panhandler: Regular Panhandlers
Location Interviewed: Downtown

Tim is approximately 25 years of age, and has lived on the streets for four years. He is from California and he feels he has no need to have a home. He makes his choice to live on the streets and has two dogs he keeps with him at all times and a female friend, Sandra. She is also homeless. They say they do not ask for money, “but if people want to give money to me, that is fine.” They sleep outside in safer areas, in places where there are many trees. This is also why they have two dogs--to help keep them safe. They love to travel and do not want to be tied down to a job or a home. They like to get up and go where they want, when they want.

They don't ask for money, but when they do get money, they buy dog food and food for themselves. They have no medical problems and no addictions besides smoking. They make around minimum

wage per hour, sometimes \$10 an hour. Nothing tragic has happened to them, they say. This is just who they are. They say that people need to have an open mind, as they are all different and reasons for being on the street are unique to each person. When it gets colder, they will go to British Columbia. When asked why they are on the streets, Tim says, “Nothing happened; I love living this way.”



Name: Groups of Young People
Panhandler: N/A
Location Interviewed: Riversdale Liquor Store

Insightrix researcher spent a few hours by the liquor store on 20th Street to find out some reasons a group of people are frequently present at this location. Overwhelmingly the reason stated was that it was a meeting place for the locals.

This was a place to meet their friends. Many stated they couch-surf and do not really have a regular telephone service, and therefore, getting in touch with them is difficult. This area has become an informal meeting place where people can get together and visit. None of the young people were panhandlers, however it is an area of the city where many people seem to congregate, to meet and to visit and share stories with friends.



Name: Carlos
Panhandler: Current Panhandler
Location Interviewed: Downtown

Carlos was approached at his regular panhandling location in downtown Saskatoon, where he can often be found in front of the Midtown Plaza during the morning, daytime, and early evening. He suffers from a physical disability acquired a number of years ago that leaves him dependent on a motorized scooter, and is a self-proclaimed regular panhandler. Carlos is an older man, and currently lives in an apartment near downtown Saskatoon. He often wakes up in the morning, moving downtown first thing to panhandle in front of the shopping mall as early as 7:00 am and will sometimes stay as late as 6:00 or 7:00 pm. Carlos shared that he commonly works eight-to-ten-hour days in downtown Saskatoon before retiring to his apartment to watch television. Carlos earns between \$20 and \$30 a day on average.

Carlos's experiences with consumers and people frequenting downtown Saskatoon are generally positive, and while some people can be unkind or rude at times, most people are either kind or do not pay him much direct attention. While interviewers were talking to Carlos, a woman donated some change after establishing an agreement that Carlos would watch over her bike that she had locked up near his panhandling location while she shopped in the mall for a few hours. Carlos was more than happy to oblige this woman, and she was courteous and respectful when asking for his assistance.

Carlos has lived in a number of different areas in Canada, including Ontario and Vancouver. He worked for years in a blue collar industry job and was also employed in the service industry. He

illustrates that he used to lead a bit of a rough lifestyle, and used to drink a fair amount of alcohol in the past, but does not currently drink to excess. Since a long-term relationship dissolution a few years ago and the manifestation of a physical disability, Carlos has been unable to work a normal job. He tires easily, and being limited to his motorized scooter further restricts the work he could do. Panhandling provides Carlos with some secondary discretionary income, which he commonly spends on groceries, such as food for his dogs, rent, and the occasional beer.

An informal code of conduct established between panhandlers was expressed by Carlos. He related calculated and tested strategies for panhandling, including the best times of day and the best spots that yielded the most donations, as well as the mutual understanding shared with other panhandlers on the streets. This was shared through an understanding that one side of the street provided more earning opportunity than another, but that if a particular panhandler was on the streets on a given day, Carlos would yield the coveted location to the second. On a separate occasion, researchers had an opportunity to observe this very situation play out as described.



Service Providers

SERVICE PROVIDERS

Insightrix conducted research with a variety of local service providers, namely the Salvation Army, AIDS Saskatoon, Saskatoon Mobile Crisis Intervention, the Saskatoon Community Youth Arts Programming Inc., the White Buffalo Youth Lodge, and the Core Neighbourhood Youth Co-op, to gain insight into their perspectives of street activity in Saskatoon. Below are some of the main findings from these interviews.

First, the importance of the current negative street activity being a social problem was emphasized, and considered one that cannot easily be fixed with enforcement. Some of the main comments from their perspectives were as follows:

Panhandling

- Panhandlers in Saskatoon are a mixed bag of transients and regulars
- Panhandlers in Saskatoon tend to be addicted to softer drugs such as pot, alcohol, and cigarettes. For those addicted to harder drugs like cocaine and heroin, they will likely find alternative means to getting cash quicker to feed their addiction problems. Also, panhandling during withdrawals would be difficult
- The majority of panhandlers are passive in Saskatoon
- Most panhandlers in Saskatoon have a place to stay. Many are in care homes or supported living arrangements
- Most panhandlers are panhandling simply because they do not have enough money to support themselves, with many making on average \$30 a day
- The activity of panhandling itself is addicting to people
- Many panhandlers have mental health and addiction issues
- Social security rates could be higher, especially for single persons as well as those with children
- Panhandlers do not seem to be using the services of one specific City shelter

Other Street Activity

- Crimes are getting more complex today than in prior periods. We are now dealing with violence, addiction, and misdiagnosed health/mental conditions
- Increased loitering downtown by young people
- Seeing more instances of drug trafficking in Saskatoon, with many deals occurring in plain sight of Saskatoon residents
- Older residents are less inclined to go downtown due to the groups of youth or young people loitering by businesses
- Seeing increased prevalence of criminal and “kiddy” gangs in Saskatoon

- Sense that youth and young people are getting increasingly frustrated and having feelings of hopelessness due to the increasing levels of poverty, much of which is due to the rising house prices. Young people, in order to rent a place, are more enticed to get involved in criminal activities. There is a sense of sadness among many of the young people in Saskatoon, a feeling that life is terrible and there is no way for them to get out
- Increased prevalence of mental health issues with those on the street, largely brought on by prolonged drug use coupled with being unsure of where they can access services to help their condition
- Still seeing evidence of the damage caused by residential schools. This has resulted in multi-generational distrust of organizations designed to help individuals involved in negative street activities
- Some of those on the streets are undertaking criminal activities as a source of entertainment. They have no home and no entertainment, so conducting criminal acts gives them something to do

Solutions to Panhandling and Negative Street Activity

- It is good to have street fairs and events downtown so that all groups and walks of life can be brought together in a central location
- We need to understand the root causes of negative street activity, including youth loitering downtown, and as a society take ownership of the problem
- The solution is not simply more police. However, we need more police on the beat, building relationships and trust with those on the street. Once the trust happens, those on the street will be more open to accessing services that help their situation. Outreach services need to be emphasized as opposed to enforcement
- Create a social awareness committee that is comprised of staff from the City, everyday residents, at-risk youth themselves, panhandlers, and service providers. Discuss the issues and make recommendations on what can be done to address the issue of addictions, panhandling and crime prevention
- A true approach to community policing is required. It seemed that prior efforts failed because there was never a true definition of what community policing is. The police service needs to communicate to the officers what community policing is and live up to that standard
- Housing first is a good crime prevention strategy. By getting some of the homeless into a home where supports can be brought into them to help them deal with their issues will reduce crime in the city
- The creation of “Trust Events” would be helpful if attended by the police, fire department, city counsellors and the mayor, so that locals can get to meet the authorities in their community and tear down the wall of distrust. This corresponds to the need to build a sense of community using events like sports, dinners, and cultural events
- Need additional drop-in centers so that people who are “turned out” by the shelters during the day have a place to go other than the streets
- Stop changing all apartments to condominiums. This is seen as further driving up housing prices and creating increased situations of homelessness

In terms of engaging at-risk youth, there were a number of specific suggestions provided by service providers.

- Youth need drop-in centers that cater to their lifestyle, which means *not* being open only during business hours or early evening. We need a 24/7 drop-in center where youth can come in at all hours. They just need a place they can go to get off the streets. The service provider can then start to build trust with the youth and get them open to changing/improving their lifestyle
- Need more late night programming for youth, with examples including physical events like midnight flag football. These events can give youth something to do and help build trust with at-risk youth, making them open to access services that can help them finish school and/or find employment
- Need increased programs/accessibility to getting their GED. Education is a huge barrier for youth in getting a job and so they take the road of crime and/or living on the streets
- Youth need life skill training. Many come from broken and abusive homes and therefore do not know how to live as a responsible citizen. They need to learn the basics, such as finding shelter and meals, cleanliness and hygiene, using public transportation, shopping, and money management, to more complicated functions, such as finding and maintaining employment, recreation, and basic socialization skills
- There needs to be more paid training programs whereby youth can be treated as employees during their training periods and by extension learn what is like to be an employee and earn money as a benefit



Other Municipalities & Desk Research

OTHER MUNICIPALITIES & DESK RESEARCH

Insightrix conducted desk research to identify what other municipalities were doing in terms of panhandling and other street activity. Following are summaries of each of the municipalities examined.

CALGARY

Calgary currently has a concentrated effort to address poverty and homelessness in their city. In identifying issues of poverty, Calgary has conducted a wide body of research to count and understand panhandlers as well as monitor change on an ongoing basis. Notably, according to a survey of panhandlers and bidders conducted on behalf of the Calgary Homelessness Foundation, only about one in five respondents are housed. In similar research findings submitted to the Calgary Homelessness Foundation in September of 2010, findings suggest that panhandling is in decline in the city.

Addressing poverty in Calgary is primarily addressed through the city's "Housing First" initiative. The priority of this initiative is to quickly relocate homeless individuals into appropriate housing first, then subsequently provide them supports to address the catalysts that drove them to homelessness. Much of housing provided is in fact market housing accessed through prior agreements with landlords. Within this model, Calgary boasts an 85% success rate, with only 15% of clients who are connected with housing returning to homelessness.

While panhandling activities are seemingly on the decline in Calgary, a panhandling bylaw is still in place that specifies a number of restrictions:

- You cannot panhandle within 10 metres of the entrance to a bank, automated teller machine, transit stop, or pedestrian walkway (pedestrian walkways include +15, or any below or above grade walkway, but not a sidewalk)
- You cannot panhandle between 8:00 pm and 8:00 am
- A panhandler cannot obstruct the passage of, walk next to, or follow the person being solicited
- You cannot solicit money from an occupant in a motor vehicle
- A panhandler cannot continue to engage a person who has declined the solicitation

Bylaw and peace officers in Calgary are primarily responsible for dealing with city bylaws, including panhandling, and have partnerships with the Calgary Homelessness Foundation and other service providers in the city in order to connect panhandlers and homeless individuals with the services they need. While bylaw and peace officers have the authority to issue tickets, these officers are largely directed to provide assistance to people found on the streets in order to connect them with social services as opposed to simply ticketing based on behaviour. This increases the visibility of officers in and around the Calgary downtown, contributing to positive public perceptions, and also serves to connect people on the streets with support services.

The Calgary Homeless Foundation was established in 1998, with an objective established in 2008 of eliminating homelessness in 10 years. Interestingly, the foundation was founded by a local businessman. The late Mr. Art Smith, a leading Calgary entrepreneur, politician and philanthropist, founded the CHF in order to create a unified front to fight homelessness.

Calgary's experience with panhandling and street activity is largely addressed through partnerships between service providers, Calgary Police Service, the private sector and the municipal government. In order to encourage these partnerships, the Calgary Homeless Foundation was established with 12 guiding principles to guide their 10 Year Plan to eliminate homelessness. These principles include:

1. Ending homelessness is a collective responsibility. This includes those experiencing homelessness taking personal ownership and accountability in ending their homelessness
2. Our Plan will aim to help people move to self-reliance and independence
3. All people experiencing homelessness are ready for permanent housing, with supports as necessary
4. The first objective of homeless-serving systems, agencies, programs, and funding is to help people experiencing homelessness gain and maintain permanent housing (Housing First)
5. The most vulnerable homeless populations need to be prioritized
6. The selection of affordable housing and the provision of services should be guided by consumer choice
7. Resources will be concentrated on programs that offer measurable results
8. Affordable housing is safe, decent, and readily attainable. Diverse, integrated, scattered site affordable housing, close to services, is preferred
9. Ten Year Plan funding should be diverse and sustainable
10. The use of markets will be maximized by involving the private sector in the implementation of the 10 year plan
11. The economic cost of homelessness will be reduced
12. A well-educated, well-trained, and adequately funded non-profit sector is central to the success of the 10 Year plan

The guiding philosophy inherent in these principles provides a unified direction for stakeholders in both the public and service oriented sectors. A clear understanding of the goals amounts to common affirmation and understanding, and serves as a unifying point for stakeholders and partners.

The Homelessness Foundation has established ongoing targets and measurable goals, along with utilizing ongoing research measures, in order to evaluate success and challenges. Having a strong grasp on research outcomes and community realities ensures that programs and partners share a common understanding of the realities of homelessness in Calgary, and can effectively and appropriately target efforts for maximum efficiency. Similarly, encouraging partnerships between service providers allows for the sharing of information and experience between service specialists. These initiatives create a network of understanding between all providers, which enhances the community's ability as a whole to understand and appreciate the realities and challenges of poverty in Calgary.

The Homelessness Foundation has set methods of consulting with the community through a series of committees and information sessions. These serve as another method to engage agency stakeholders as well as the general public. These initiatives include:

- 10 Year Plan Advisory Committee
- Housing Strategy Review Committee
- Calgary Homelessness Foundation Board of Directors
- Research Symposium
- Agency Input

In the published 2011 update on the 10 Year Plan, building a coordinated system is a phase that is beginning and continuing until 2014. The Foundation seeks to ensure the above objectives through the definition of and bringing together of system components, including shelters, transitional housing, permanent housing, rapid rehousing, prevention services, outreach, affordable housing, and supportive services. Establishing connections between these systems allows the Homeless Management Information Systems to provide intake of clients who need services, triage to priority resources for the most vulnerable, and assessment services to link people with the housing and support that best matches their needs.

The City of Calgary is involved in a number of partnerships between the municipal government and service providers at the grassroots. At the center of service provision, Calgary is the first city in Canada to have created a Homeless Management Information System (HMIS) which hopes to provide coordinated service delivery by collecting data on homeless in Calgary as well as their demographic characteristics. Service providers, agencies, and policy makers will have access to the system in order to quickly and succinctly diagnose clients and provide support based on particular needs. These needs are accessed through an understanding of the different systems providing services in Calgary, including shelters, transitional housing, permanent housing, rapid rehousing, prevention services, outreach, affordable housing, and supportive services. This system can assist in unifying the role of social services and agencies to provide effective support to those individuals in need.

For more information on the Homeless Management Information System's ongoing development and capabilities, visit the Calgary Homeless Foundation website at:

<http://calgaryhomeless.com/what-we-do/research/hmis/>

Other key partners in Calgary:

- Calgary Alpha House Society
 - A 24-hour-a-day facility that offers sleeping accommodations and one meal per day to clients. Includes on-site mental health evaluations, medical care, and a detox centre
- Calgary Urban Project Society (CUPS)
 - In partnership with the Calgary Alpha House Society, forms the Downtown Outreach Addiction Partnership
- Downtown Outreach Addictions Partnership (DOAP)
 - A harm reduction program focusing on clients with addictions. DOAP partners closely with shelters in order to accommodate and provide service to individuals found to be intoxicated in the community. Funded by the Calgary Homeless Foundation

- Operates the DOAP Encampment Team, a Housing First initiative which connects clients with housing and ongoing stabilization through connection with service providers

TORONTO

Toronto offers a number of support services to their diverse population in and around the city's downtown. In 2007 and 2008, Toronto approached poverty and panhandling in particular through a panhandling pilot project. The project targeted panhandlers in three areas of downtown Toronto, and included three particular objectives. First, the project sought to inform panhandlers of the services that are available to them, second, to better understand panhandling in order to better inform future policies and programs, and third, to inform and educate businesses and public on poverty in the city and the social services that are available.³

In order to provide services to downtown panhandlers, the pilot project workers have ongoing partnerships with shelters, the Streets to Homes program, as well as other services, including drop-in centres, employment, income supports, support programs, and addictions counselling. This initiative was largely based on social service inclusion, and understands panhandling on the base principle that panhandling is representative of poverty and need.

Contrary to other municipalities' strategies for addressing issues of poverty, Toronto's panhandling pilot project attempted to address panhandling and issues of homelessness separately, defining the former as an action and the latter as a state of housing. In particular, the pilot project targets panhandlers who are housed, while homeless individuals are referred to the Streets to Homes program detailed below.

Through the pilot project, panhandlers acting in a legal manner were approached and approached by community workers, and worked with panhandlers to access appropriate services. Key findings documented from the pilot project suggest that while different types of panhandlers are commonly involved in the activity for a variety of reasons, the activity is generally peaceful and unobtrusive. In an outcomes report released in 2008, the program objectives were described as "an intensive social service response that proved to be successful".⁴

As previously mentioned, the Streets to Homes program provides outreach services to people living on the streets of Toronto in order to connect them with housing solutions. It operates under the strategy of "Housing First" and helps people to find permanent housing before addressing and supporting the scenarios that influenced homelessness in the first place. Service is offered primarily through a partnership with City outreach workers and partner community agencies that provide ongoing support services after clients have become settled in their homes. The program largely recognizes that complex problems require long term solutions. While not all panhandlers are

³ Panhandling Pilot Project Update, http://www.toronto.ca/housing/pdf/panhandling_jan08.pdf, retrieved September 27th 2011.

⁴ Shelter, Support, and Housing Administration Division, *Business Consultation on Panhandling*, Toronto, January 2008

necessarily homeless, and not all homeless people panhandle, Streets to Homes offers a socially conscious connection between the streets and the support structures that can help people in need. In Ontario, the Safe Streets Act represents provisional legislation that restricts aggressive solicitation in public places. This provincial legislation is applicable in Toronto and includes the following provisions and restrictions.

Solicitation in aggressive manner prohibited

No person shall solicit in an aggressive manner. 1999, c. 8, s. 2 (2).

Examples

Without limiting subsection (1) or (2), a person who engages in one or more of the following activities shall be deemed to be soliciting in an aggressive manner for the purpose of this section:

- Threatening the person solicited with physical harm, by word, gesture or other means, during the solicitation or after the person solicited responds or fails to respond to the solicitation.
- Obstructing the path of the person solicited during the solicitation or after the person solicited responds or fails to respond to the solicitation.
- Using abusive language during the solicitation or after the person solicited responds or fails to respond to the solicitation.
- Proceeding behind, alongside or ahead of the person solicited during the solicitation or after the person solicited responds or fails to respond to the solicitation.
- Soliciting while intoxicated by alcohol or drugs.
- Continuing to solicit a person in a persistent manner after the person has responded negatively to the solicitation. 1999, c. 8, s. 2 (3).

Solicitation of captive audience prohibited

No person shall,

- solicit a person who is using, waiting to use, or departing from an automated teller machine;
- solicit a person who is using or waiting to use a pay telephone or a public toilet facility;
- solicit a person who is waiting at a taxi stand or a public transit stop;
- solicit a person who is in or on a public transit vehicle;
- solicit a person who is in the process of getting in, out of, on or off a vehicle or who is in a parking lot; or
- while on a roadway, solicit a person who is in or on a stopped, standing or parked vehicle. 1999, c. 8, s. 3 (2).

In contrast to the socially motivated homelessness pilot project, Toronto has in recent years refocused their efforts on curbing panhandling. Rumours and public officials in the media have ignited discussion surrounding proposed bans on panhandling. These discussions seem contrary to earlier objectives demonstrated in the panhandling pilot project, and it remains to be seen how Toronto will address panhandling in the coming years.

WINNIPEG

Winnipeg has a number of unique resources and organizations that are aimed at panhandling and poverty reduction in the city. These stakeholders include the University of Winnipeg, the Social Planning Council of Winnipeg, and the Winnipeg Poverty Reduction Council (WPRC). These organizations largely share a mandate of working with resources that are currently available to maximize effectiveness in the provision of support services to people in need. These three organizations operate primarily independently of the City of Winnipeg and in a non-partisan role.

The WPRC principally cites the modeling of community action, collaboration based on common objectives, and being accountable to the community. Most notably within this context, WPRC will not attempt to recreate service areas that already exist nor create new infrastructure, instead opting to utilize and capitalize on existing experiences and resources.

Winnipeg has conducted multiple research studies on panhandling and poverty published through the University of Winnipeg and the Social Planning Council of Winnipeg. Of notable contribution, the University conducted research in 2007 to illustrate the effectiveness of legislation and support services on panhandling in Winnipeg. This report serves to define the issue of panhandling in Winnipeg and to create an understanding of the issues and catalysts. The focus on legislative approaches represents a unique aspect of the report, which concludes that while legislation has been attempted in numerous municipalities in Canada and the United States, “there is no empirical support to suggest legislation measures are working effectively.”⁵ The report suggests that bylaws has been ineffective because most do not target the underlying cause of panhandling, and instead serves to force panhandlers to relocate to other areas of the city rather than connecting them with support structures and services that would assist in influencing positive change.

As illustrated above, while the report is critical of the effectiveness of panhandling bylaws, a number of socially oriented program solutions were suggested. Sourced from a report from 1998, broad solutions focused on long term supports including job creation, skills upgrading and job training, community economic and social development, provision of adequate health care, and higher welfare rates.⁶ Solutions for addressing panhandling are characteristic of solutions that address all poverty in Winnipeg. This suggests that by addressing the cause of poverty that municipal governments can hope to reduce the prevalence of panhandling.

In 2007, the Social Planning Council of Winnipeg partnered with Human Resources Social Development Canada to facilitate the creation and operation of a Homeless Individuals and Families Information System Coordinator for the City of Winnipeg. Program philosophies include connecting shelters and service providers through clients’ information in order to better manage their operations. Notably, part of this initiative receives funding from the federal government and employees act as federal liaisons to local communities.

⁵ Carter, Tom, “Panhandling in Winnipeg – Legislation vs. Support Services vol 2,” University of Winnipeg, 2007 Pg. 34

⁶ Carter, Tom, “Panhandling: Do municipal by-laws effectively address the problem?” 1998

The City of Winnipeg relies on the engagement of their downtown business association to connect and inform consumers and citizens in the downtown area on safety and what to do when approached by a panhandler. This information is disseminated primarily through their website (<http://www.downtownwinnipegbiz.com>) and suggestions for dealing with a panhandler include:

- Smile and say, “No, Sorry.”
- Carry food like granola bars with you to hand out
- Refer them to a social agency for help

Specific information is also included on addressing aggressive panhandling should a citizen be faced with it. These suggestions include:

- Walk with a purpose
- Don't initiate conversations
- If they talk to you, don't ignore them, because they might think you didn't hear and may persist
- Say firmly, “No, I'm sorry, I can't help you.”
- If possible, walk away from the situation
- Call the Winnipeg Police Service and then your local foot patrol
- If you feel uncomfortable, call a foot patrol for a SafeWalk: 958-4627

Community ambassadors representing the SafeWalk program are individuals who are experienced in conflict mediation and offer car escort services for those citizens visiting downtown. This program operates 24 hours a day, seven days a week, and offers quick reporting to the Winnipeg Police Service should the need arise. Currently, this program is largely driven by volunteers, including 200 volunteers who patrol the area and communicate with downtown residents and business owners. Notably, the SafeWalk program is sponsored by Manitoba Hydro, representing a unique partnership between the utility and the community.

Similar to the SafeWalk program, the Winnipeg Police Service offers community policing as an important consideration for downtown Winnipeg. Foot patrol officers "act as a community team leader in identifying problems that damage the quality of life, and then work with the community as a whole to find and apply solutions to those problems." ⁷

The specific bylaw enforced in Winnipeg is known as the Obstructive Solicitation Bylaw, and includes the following restrictions and provisions:

- Prohibition on captive audience solicitation
 - Around automated teller machines, public pay phones, transit stops and taxi stands, public transit vehicle, elevators, specific downtown pedestrian walkways, a person getting in or out of a vehicle, or people in a parking lot, or a person who is seated in an outdoor area of a restaurant or bar
- Prohibition on causing an obstruction in the course of solicitation
 - Obstructing or impeding the passage of any pedestrian or vehicular traffic
 - Continual solicitation after a person has made a negative response

⁷ Downtown Winnipeg Biz Safety Information,
http://www.downtownwinnipegbiz.com/home/safety/watch_ambassadors/

- Verbal threats or insulting a pedestrian in the course of or following solicitation
- To physically approach and solicit from a pedestrian as a member of a group of three or more

ST. JOHN'S

The City of St. John's and the province of Newfoundland and Labrador have several programs and strategies available to help combat poverty. The bulk of the initiatives are focused on homelessness problems, with few initiatives found regarding panhandling in particular.

The Government of Newfoundland and Labrador's Poverty Reduction Strategy is an area within the government's Human Resources, Labour and Employment department. It takes an intergovernmental approach to promoting self-reliance, opportunity, and access to key supports for persons vulnerable to poverty. The strategy currently includes more than 80 ongoing initiatives that strive to meet the needs of groups most vulnerable to poverty.⁸

The Poverty Reduction Strategy works in collaboration with the following Departments and Agencies:

- Department of Human Resources, Labour and Employment
- Department of Health and Community Services
- Department of Finance
- Department of Education
- Department of Child, Youth, and Family Services
- Department of Innovation, Trade and Rural Development
- Department of Justice
- Department of Labrador and Aboriginal Affairs
- Rural Secretariat
- Women's Policy Office
- Labour Relations Agency
- Newfoundland Labrador Housing
- Voluntary and Non-Profit Secretariat

Provincial Homelessness Fund (PHF)

The Provincial Homelessness Fund (PHF) is operated through Newfoundland Labrador Housing. It works to provide capital funding for registered non-profit organizations for the development of support services space for the provision of on-site and outreach services. These services aim to promote housing stability and greater reliance for those at risk of homelessness.⁹

⁸ Department of Human Resources, Labour, and Employment Poverty Reduction Initiatives
<http://www.hrle.gov.nl.ca/hrle/poverty/index.html>

⁹ <http://www.nlhc.nl.ca/programs/homeless.html>

The PHF provides a maximum of \$200,000 per fiscal year to each non-profit support organization. Registered non-profit groups can apply for funding in multiple years, but priority is given to applicants who have not previously received funding.¹⁰

City of St. John's Non Profit Housing Division

The St. John's Community Advisory Committee on Homelessness was formed in 2000 through the National Homelessness Initiative (NHI) to address homelessness in a coordinated and collaborative way.¹¹ This organization administrates and operates over 400 houses or apartments found throughout the city and targets low- and moderate-income earners.

HALIFAX

Bylaws

Currently Halifax does not have a panhandling specific bylaw. Instead, police refer to the 'Nuisance Bylaw' (bylaw N-300) to deal with those who are seen as causing a nuisance on city streets. For this bylaw, as it applies to panhandling, nuisance is defined as:

Engaging in any activity or pastime which:

- Obstructs any person;
- Creates a disturbance; or
- Causes any damage to any structure, object, sod, plant or tree.

Penalties under this bylaw are fines of not less than \$50 and not exceeding \$1,000 for each offence. Default of payment is punishable by imprisonment for a period not exceeding 30 days. Different attempts have been made by various groups to enact other forms of regulation, including attempts to adopt the provincial Safe Streets Act used currently by Ontario and British Columbia, or to create a more specific bylaw. The Safe Streets Act would prohibit persons from soliciting in an aggressive manner, which is defined as a "manner that is likely to cause a reasonable person to be concerned for his or her safety or security," and would carry a penalty of fines and jail time.

The Downtown Halifax Business Association has also asked the Halifax Regional Municipality to create a bylaw to help regulate panhandling. As of this writing, neither the Safe Streets Act nor panhandling specific bylaws have been enacted in Halifax.

In the mid-1990s, the Spring Garden Area Business Association (SGABA) began to take steps to address the issue itself. In addition to hiring private security to assist in keeping more aggressive panhandlers from obstructing shoppers, SGABA manager Bernard Smith also began paying some panhandlers to water flowers or shovel snow. He was even able to find some of them jobs in local recycling depots. This eventually became what is now known as the Navigator program. Under this program, a 'navigator,' who is a trained social worker, works directly with panhandlers to help them find ways to improve their personal situation. Navigators assist in pointing panhandlers in the direction of programs and services that will address their specific needs. Additionally, the navigator

¹⁰ Ibid

¹¹ <http://www.growinghomes.org/>

will be able to identify any gaps in the existing system and make recommendations. The program also assists by providing computers to help create resumes, money for work boots, bus fare, and sometime even the first month's rent. Additionally, the Navigator program will provide a daily \$12 lunch allowance for participants until a first paycheque is received. One of the theories behind the Navigator program is a consideration that giving money to some panhandlers may be spent satisfying addictions, and so the objective of connecting clients with social service supports is central.

Three other business districts have partnered with the program; the Quinpool Road Mainstreet District Association, the Downtown Halifax Business Commission, and the Downtown Dartmouth Business Commission. These business districts, along with the Halifax Regional Municipality and the provincial Justice Department jointly fund the program, at a cost of about \$150,000. Currently this money covers program and administration costs and the salary for a single navigator who serves all four business districts.

Paul MacKinnon, Executive Director of the Downtown Halifax Business Commission, admits he does not know how much of an impact that the program will have, but the hope is that they are able to make a difference in the lives of a few people on the street.

Homelessness

According to the 2010 Halifax report card on homelessness, published by the Community Action on Homelessness, 1,718 people in Halifax were homeless and stayed in a shelter in 2009, an increase of 466 people from the same study done in 2008. The report also notes that, while average rents continue to increase, the availability of housing does not. In Halifax, income assistance for rent for a single person with a disability is \$535, while average rent on a bachelor suite is \$638.

Some supportive housing does exist in Halifax, and it aims to transition the homeless back into society by providing them a place to live and access to the services they require. According to a 2006 study by Dalhousie University in Halifax, people in supportive housing, on average, spend only about a third as much time in hospitals, psychiatric care, prisons, and jails as the homeless.

MONTREAL

Homelessness in Montreal is primarily a target for social services and municipal planners. Montreal has approximately 25,000 homeless who are served by three major shelters operating independently: the Old Brewery Mission, Welcome Hall Mission, and La Maison du Pere. These shelters are actively involved in helping people make the transition away from the streets by providing various programs aimed at assisting with social reintegration and finding affordable housing, as opposed to simply providing emergency food and lodging.

In 2009, the Quebec Human Rights Commission repealed bylaws, such as bylaws closing parks at night, which made homeless people the target of police monitoring and surveillance. Although the homeless make up about 1% of the total Montreal population, they received 31.6% of municipal

bylaw tickets issued by police in 2004, and 20.3% in 2005. These tickets were for such infractions as jaywalking and lying on public benches, infractions for which other citizens were rarely ticketed.

The president of the commission, Gaetan Cousineau, said, "We must fight homelessness without fighting against the homeless. We cannot solve this problem by simply handing out tickets."

As of 2010, Montreal police are receiving training and direction to help them better understand the city's homeless population in order to help shift police focus away from disproportionately ticketing those that live on the street. They have also initiated a program called EMRII (Equipe mobile reference et d'intervention en itinérance), a two-officer task force that seeks to collaborate with street workers to offer social services to those homeless most often ticketed or arrested on vagrancy charges.

The mayor of Montreal has also announced that the city will be building 750 new housing units for the homeless, which are to be completed by 2013. The entire project will cost about \$85 million, with the city itself contributing around \$7 million per year, and the provincial and federal governments contributing the rest.

According to one article, police and shelter workers say they recall no major assaults involving the homeless or panhandlers in Montreal in years, although some storeowners complain about unruly behaviour. In 2007, Montreal's Ville Marie borough began banning street kids and homeless people from 15 downtown squares from midnight to 6 a.m. This year it banned dogs from two city squares frequented by squeegee kids. In the three years leading to 2006, Montreal police and subway officers issued 15,000 tickets to people with no fixed address.

COLORADO SPRINGS

Similar to the Saskatoon bylaw, Colorado Springs has regulations (article 9.2.111) that prohibit aggressive panhandling. The purpose of these regulations is not to prohibit lawful solicitation, but to "regulate behaviours that contribute to the loss of access to and enjoyment of public places and an enhanced sense of fear, intimidation and disorder." The ordinance also limits where panhandlers can ask for money, such as around ATMs, near the entrances to buildings, or on public transportation.

The ordinance includes the following provisions and restrictions:

Aggressive Soliciting Prohibited: It shall be unlawful for any person to:

1. Engage in aggressive soliciting in any public place. "Aggressive solicitation" is defined as:
 - Continuing to solicit from a person after the person has given a negative response to the soliciting;
 - Intentionally touching or causing physical contact with another person without that person's consent in the course of soliciting;
 - Intentionally blocking, obstructing or interfering with the safe or free passage of a pedestrian or vehicle by any means, including unreasonably causing a pedestrian or vehicle operator to take evasive action to avoid physical contact in the course of soliciting;

- Using violent or threatening conduct toward a person solicited which would cause a reasonable person to be fearful for his or her safety;
 - Persisting in closely following or approaching the person being solicited and continuing to solicit after the person has informed the solicitor by words or conduct that the person does not want to be solicited or does not want to give money or anything of value to the solicitor;
 - Using profane or abusive language which is likely to provoke an immediate violent reaction from the person being solicited or would cause a reasonable person to be fearful for his or her safety;
 - Soliciting money from anyone who is waiting in line for tickets, for entry to a building or for another purpose;
 - Approaching or following a person for solicitation as part of a group of two (2) or more persons, in a manner and with conduct, words, or gestures intended or likely to cause a reasonable person to fear imminent bodily harm or damage to or loss of property or otherwise to be intimidated into giving money or other thing of value.
2. Solicit on any private or residential property after having been asked to leave, or refrain from soliciting, by the owner or other person lawfully in possession of the property.
 3. Solicit within twenty feet (20') of any automated teller machine. Provided, however, that when an automated teller machine is located within an automated teller machine facility, the distance shall be measured from the entrance or exit of the facility.
 4. Solicit in or upon any public transportation vehicle or public transportation facility within or at any bus stop or in any parking lot, structure or other parking facility.
 5. Solicit within six feet (6') of an entrance to a building.
 6. Solicit any person entering or exiting a parked motor vehicle or in a motor vehicle stopped on the street.
 7. Solicit any person located within the patio or sidewalk area of a retail business establishment that serves food and/or drink.
 8. Solicit after dark, which shall mean one-half (1/2) hour after sunset until one-half (1/2) hour before sunrise.
 9. Nothing in this subsection C shall be construed to prevent a person from acting in accord with a license or permit. (Ord. 02-214)

Violators of these regulations would face the same punishment as other municipal violations, a fine of up to \$500 and/or 90 days in jail.

Miracle Meters

Like most other places, the effectiveness of the use of fines and jail time to address the issue of panhandling is often called into question. An alternative to fines and jail time is the alternative-to-panhandling program known as the Miracle Meters. This program was originally initiated by Councilman Jerry Heimlicher in 2007 after exposure to research that showed that 95% of money given to panhandlers is spent on drugs, alcohol, and cigarettes.

This program has about 90 used parking meters placed at businesses around the city to encourage people to donate their loose change to the program rather than give it directly to panhandlers. The meters are colourfully decorated by volunteers, some of whom were formerly homeless, and are located in participating businesses.

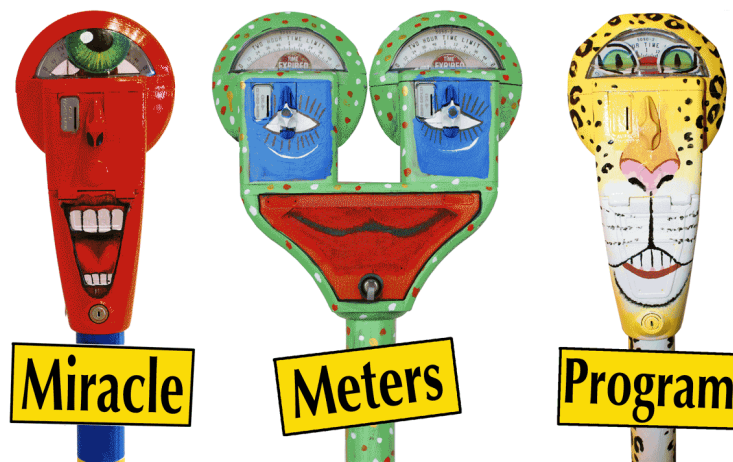
Initially, all money collected in the meters was given to Housing First Pikes Peak, an organization that provides housing to the homeless before seeking to address any other problems, such as alcoholism or drug abuse.

Housing First, also known as rapid re-housing, is an approach to housing the homeless that is founded on the belief that vulnerable and at-risk individuals are more likely to respond to programs and support once they are housed, as opposed to while they are in a transitional state of living, such as at a shelter or other housing program.

Bob Holmes, director of Homeward Pikes Peak, estimates that the homeless population costs the community about \$55,000 per year due to emergency room visits and the cost of police, fire, and ambulance, but under the Housing First program, these costs are reduced to about \$18,000 per year.

Donations to meters assist Housing First Pikes Peak in paying for case management, which costs approximately \$3,000 per year per client, and will allow them to expand their client base from 20 up to a planned 40.

Currently, donated money goes to Urban Peak, a drop-in centre for youth. In a few years, Urban Peak will pass the torch to another organization and allow them to use the funds from the meters. In the first year in use, the meters pulled in around \$8,000, enough to cover start-up costs. Urban Peak hopes the meters will bring in between \$10,000 and \$12,000, as well as increase the visibility of the organization as a whole.



EDMONTON

In 2009, the City of Edmonton created a new entity to take responsibility for street safety. The recommendation to create a new coordinating council for community originated in the REACH Report, unanimously endorsed by Edmonton City Council in September 2009. The REACH Report aimed at creating a culture of community safety within one generation in Edmonton, and called for an overarching coordinating body to provide new leadership and catalyze this change.

Within this framework of innovative, preventive, and evidence-based efforts to build a safe community, a Transitional Board, composed of citizens and representatives from various agencies and levels of government, began the implementation of the REACH Report recommendations. Through its efforts, a new REACH Edmonton council is the hub or centre of excellence that inspires citizen engagement, connects community partners, and provides learning opportunities, resources and best practice information on community safety.

REACH Edmonton, as it is called, “takes the community safety agenda to the next level, building on a twenty year legacy of collaborative and leading edge approaches to community safety. The vision of REACH Edmonton is a city in which all citizens contribute to a healthy community where they feel safe and *are* safe.”

REACH Edmonton

REACH Edmonton is a community-based organization that’s all about making Edmonton a safer place to live, work, and play. REACH Edmonton focuses on three key areas:

- investing in children, youth and families;
- catalyzing change;
- Engaging Edmontonians in community safety.

Its operational funding is from the City of Edmonton, but it was set up as a non-profit community based organization so that they can respond to community needs without any politics or bureaucracy.

In 2009, the Taskforce on Community Safety heard loud and clear from Edmontonians that the community needs someone to own the ‘R’ for responsibility: a community-led body that will connect the dots and play a lead coordinating role. And that’s exactly what REACH Edmonton was created to do. They are integrating efforts, not duplicating services that are already offered.

Their Mandate:

- implement the REACH Report recommendations;
- guide a culture shift to the prevention of crime;
- engage citizens;
- enhance more integrated efforts to address community safety.

REACH Edmonton also provides support, advice and help to Edmonton City Council and to civic agencies on community safety issues.

Their Principles:

REACH Edmonton is building a safer community with an approach based on several key principles.

They are:

- community and membership driven;
- inclusive of many voices;
- nimble and action oriented;
- focused on preventing crime before it happens;
- innovative and independent of all levels of government;
- evidence-based with a focus on social return on investment.

REACH receives funding from the City of Edmonton, as well as the province and federal governments. They do not develop programs but oversee the disbursement of the funds to different agencies for different programs. The Executive Director is, however, a City of Edmonton employee. They report to a Board comprised of people with various backgrounds.

REACH encourages proposals for programs to have a partnership approach between agencies. The view is that since the problems are complex, no one agency can do it alone. REACH is not a government organization but works with government officials, the business community, and service providers.

One recent pilot project funded through REACH was the Integrated Panhandling Project. Edmonton's Downtown Business Association knows moving panhandlers along may free up the business zone, but it doesn't get street people the help they need. As the head of the association commented, "If you react by getting physical or calling the police, you're only solving part of the problem in moving that person away. You can turn it around and solve both problems by having someone who knows what they are doing, intervene." This is why they funded an experienced outreach worker to work with panhandlers and others on the street. This outreach worker helps people on the streets access the services they need.

The project was started through a partnership between Boyle Street Community Services, Edmonton Downtown Association and the Edmonton Police Foundation. One of the goals is to make the downtown area feel safer. Safety and security are always issues for a downtown area. There were real issues identified in Edmonton in terms of resident perceptions of safety and security that come from seeing street people who are sitting on the sidewalk, those who are drunk, and those that may have mental health issues. They may not hurt anyone, but the general public had concerns, according to the City's research.

Normally a business owner would call the police if a panhandler is bothering patrons. No owners call the designed outreach worker directly. The outreach worker is always out and about. He starts walking the streets and alleys where people might be and the food courts. He hits those places and connects with people. He engages people in conversation. He then finds out what services they may need. Sometimes, it might be a warm pair of socks. Other times he will take them to a doctor, an addictions counselor, or a housing shelter.

Every downtown business has his business card and can call him if they see someone in need. The philosophy of the program is that people get lost at times or disconnected from family or the

community. The city and its people all have a responsibility to make sure people do not get left behind. They see the issue of panhandling and street activity as a community responsibility, not a single person's fault. All three organizations hope to gather statistics on the success of the project so it can be shared as a template for other cities looking for ways to deal with panhandlers.

USING ENFORCEMENT TO ADDRESS PANHANDLING

The City of Toronto is again battling the issue of panhandling. In addition, a recent survey of Canadians reveals that the stance toward panhandling is getting harder.¹² Intolerance has led to an enormous increase in tickets handed out under the Safe Streets Act in Ontario. In 2010, police laid 15,000 charges as compared with about 2,000 in 2004.

Homeless and poor people panhandling barely have enough money for food and rent, much less to pay a ticket. The province's Safe Streets Act came into force in 1999 to prohibit people from panhandling for money in an aggressive manner and forbid panhandling near ATMs, pay phones, and public transit stops.

Canada's top courts have ruled against panhandling bans and have said that it is a protected form of expression. One of the biggest problems with the Safe Streets Act is that when people who have been on the streets for a number of years and accumulated several thousands of dollars in fines begin to make positive life decisions, to battle their addiction issues, commit to their recommended medical treatment, or enter a job placement program, and they finally get a phone, the first phone call they get is from creditors asking for money to pay their fines.

In our culture, people do not like to see somebody who is destitute on the street asking for money. Those with a strong social stance say that panhandling is not a problem of individuals. Society produces it in some way, but people do not generally look at the causes or sources; we live in a type of society that tends to blame individuals either for their successes or for their failures.

Published by the Canadian Centre for Policy Alternatives in 2007, *The Expressive Liberty of Beggars* details the implications and conflicts between poverty stricken Canadians and the perceptions of the general public. The author argues against restrictive bylaws on passive panhandling on the grounds that non-aggressive panhandling should be protected as expressive communication and the freedom of expression. Subsequently, the author states that restrictions on panhandling fail to demonstrate benefits, and instead further marginalize and force poverty out of sight and, as such, out of mind.

Forcing panhandling "out of mind" implies that the comfort of the middle class in public spaces is more important than facing a representation of the realities of poverty. "When a panhandler asks us for money, it's sometimes heart-wrenching, sometimes bothersome, sometimes maddening, sometimes all three... the beggars appeal may force us to wrestle with ourselves."¹³ In order to gain public support for issues of poverty, the public must be exposed and compelled to support programs

¹² Poll calls for tougher panhandling laws; Leger Marketing; September 13, 2011

¹³ Schafer, Arthur, *The expressive Liberty of Beggars*, Canadian Centre for Policy Alternatives, 2007

and causes; additional conversations about the issues are needed as opposed to a lack of exposure to the issue which banning the activity would create.

In the context of balancing the costs of panhandling relating to the public benefits, the author describes a number of costs of panhandling and negative street activity that influence consumer perceptions (Schafer 16).

Direct Costs -> The discomfort of the middle class consumers in shopping areas that results from encountering street people or panhandlers.

- Primary research experience suggests that direct costs of panhandling are primarily prevalent among consumers visiting downtown Saskatoon.

Indirect Costs -> The perceived decay of public space quality due to the prevalence of undesirable street people and activities in urban areas. Consumers avoid these areas because of undesirable activity.

- Research experience suggests that indirect costs of panhandling were prevalent among consumers relating to visitation of the Riversdale area of Saskatoon.

Environmental Costs -> Occurs after a prolonged lack of commercial activity in an urban area due to indirect costs. Continual decline is prevalent.

- Research findings and intercepts suggest Riversdale is currently experiencing an ongoing environmental cost associated with ongoing negative perceptions of street activity in the area.

While recognizing that there are negative costs associated with panhandling, ultimately the author defends the right to peaceful panhandling on the principle that defending freedom of expression and protecting panhandlers from being unfairly marginalized brought about largely to the middle class's discomfort with poverty. "Defending the right to peaceful panhandling is not the same as arguing that panhandling is desirable. Rather, the question is: Are the negative aspects of panhandling so seriously harmful as to justify legal interventions that may contravene other fundamental social values? Critics of anti-panhandling legislation argue as the core of their case that there is a very real danger that the cure will be worse than the disease" (Schafer 21).

The survey of Saskatoon residents and the intercepts with Saskatoon business owners and consumers suggest that panhandling and street activities are characterized differently in different parts of the city. In particular, panhandling downtown is largely perceived as commonly passive, while consumer discomfort is still a prevalent occurrence. Street activity in Riversdale was generally seen as a distinct barrier for visitation to this area by a noteworthy proportion of residents and associated with being unsafe and involving criminal activity.

RECENT SASKATCHEWAN DEVELOPMENTS – PARTNERSHIP OPPORTUNITIES

Published in September of 2011, the Saskatchewan Government, in conjunction with the provincial Police Services, published a report aimed at creating partnerships with the objective of reducing crime. Primarily, the report suggests a three-pronged approach of intervention, prevention, and suppression to create safer communities in the province. Community oriented solutions and working collaboratively are two of the philosophies that are noted as being critical to long term success, particular at the intervention and prevention stages.

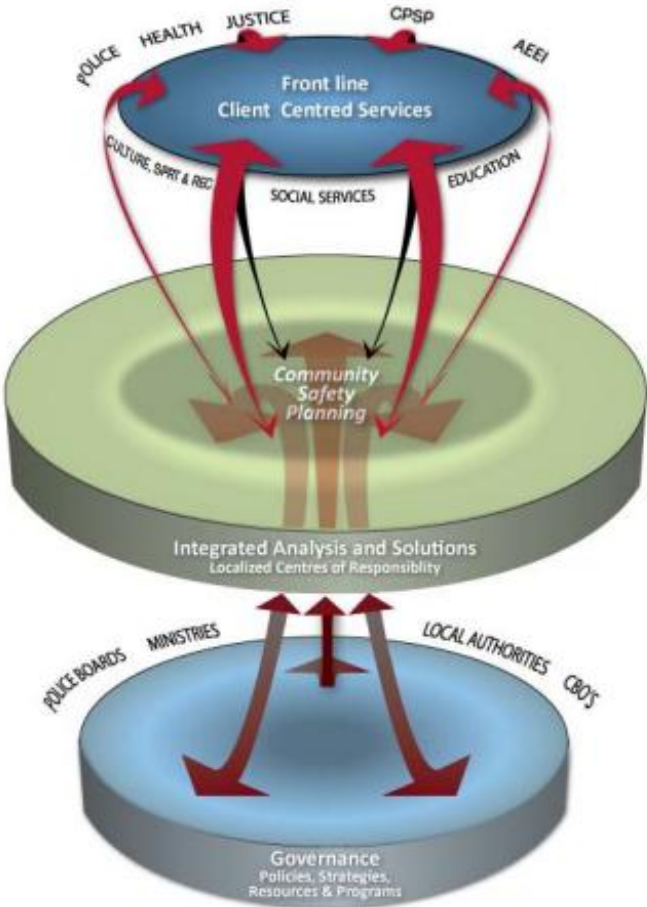


Fig. 1.1 – Three Level Partnership Model for Community Safety

This above figure illustrates the proposed connections between the different levels of government, local authorities, and social service structures.

Provincial government and Police Service partnerships outlined in this new report demonstrate an openness and willingness to partner with community leaders and service providers in the context of the greater public safety. This initiative encourages service providers at the grassroots to be involved in concentrated public safety approaches and illustrates supports to come from levels of governments and ministries. While it remains to be seen, this philosophy will hopefully allow local

stakeholders to work more closely with stakeholders at the provincial levels and police at the community level.



Intervention: Services such as substance abuse treatment, education and employment are used to change behavior and the environment in a manner that mitigates the risk factors that lead to victimization and offending.

Prevention: Information, public education, social supports and other activities engage individuals at risk of victimization or offending and reduces the potential for crime and disorder.

Suppression: Uses the law to deter and control crime. This includes surveillance, arrests, prosecution and incarceration.

Government of Saskatchewan, "Building Partnerships to Reduce Crime," September 2011

COSTS OF HOMELESSNESS

In a report published in 2007 for the Calgary Homeless Foundation, the costs of homelessness in the City of Calgary were calculated. The Foundation utilized the services of a private consulting and accounting firm, and the costs of providing emergency services, shelter, food, health care, and social services in the City were estimated based on agency accounting records and direct costs of organizations. The calculated average annual cost of a homeless individual was published as **\$92,202** per annum for the provision of services. When distinguishing between the costs of transient homeless and chronically homeless individuals, the costs adjust accordingly based on frequency of service needs. Costs for transient homeless are published as **\$72,444** per annum, while chronic homelessness was quoted at a cost of **\$134,642**.

While these costs do not necessarily directly relate to the costs of service delivery to panhandlers who may be housed, commentary offered by the Calgary Homeless Foundation illustrates a fundamental philosophy that “it costs less to provide appropriate housing and support to a person at risk of or experiencing homelessness compared with providing that same person with short-term and ongoing emergency and institutional responses. Most studies indicate those people with the highest needs incur system costs of \$100,000 or more per year. This is two to three times higher than the cost of providing housing and support. ¹⁴”

As the consideration of cost is an important contemplation when planning for service delivery and funding, the above commentary may represent an opportunity for additional study into the future for Saskatoon.

Additional studies on the costs of homelessness can be referenced in the following reports:

“Costs Associated with First Time Homelessness by Families and Individuals”

<http://calgaryhomeless.com/assets/10-Year-Plan/CostsHomeless.2010USDepartmentofHousing.pdf>

“Report on Cost of Homelessness in Calgary”

<http://calgaryhomeless.com/assets/10-Year-Plan/ReportonCostofHomelessness-v1-RSMRichter2007.pdf>

“The Cost of Homelessness: Alternate Responses in Four Canadian Cities”

<http://calgaryhomeless.com/assets/10-Year-Plan/CostofHomelessness-FourCitiesMarch2005FINAL.pdf>

¹⁴ Calgary Homeless Foundation, “Fundamentals to Calgary’s 10 Year Plan,” retrieved from <http://calgaryhomeless.com/10-year-plan/fundamentals/> September 22nd, 2011

SECONDARY RESEARCH SUMMARY

Stakeholders recognize that partnerships between municipal governments, provincial and federal interests, service providers, the private sector and other stakeholders are central to the successful provision of services to impoverished members of the community. While not all associations and organizations included a clear connection between municipal governance and service delivery, many service providers shared partnerships with likeminded organizations. This approach was demonstrated as a favourable best practice in nearly all municipalities and among program delivery specialists, and addressed a diversity of poverty issues from homelessness to addictions to panhandling.

A number of methods of connecting stakeholders emerged as commonly favourable across Canadian constituencies.

1. The existence of a central organization to unify and connect service providers as well as educate and direct service provision capabilities and specialties was commonly utilized to maximize effective service delivery to clients. This was prevalent in Calgary (The Calgary Homeless Foundation), Winnipeg (Social Planning Council of Winnipeg) and Edmonton (REACH) and was less formally observed in other centers where partnerships between organizations were common.
2. A secondary method of connecting service affiliates was noted through new technological innovations found in Calgary via the Homeless Management Information System. The objective of this system is to improve data and systems knowledge relating to homeless and at-risk members of the community. When fully implemented, the system will provide service providers with a centralized database of those who access social service and the ability to better meet the needs of clients through improved co-ordination and informed program referrals.
3. A number of municipalities have conducted ongoing research on panhandling and poverty in their communities, with the common objective of better understanding the experience and realities facing panhandlers and community members on the streets. Most of these research projects cite that creating this understanding fosters a more appropriate reaction and holistic service delivery context.

Research findings published by the University of Winnipeg directly assert that strong legislation responses, such as bylaws, do not represent an effective solution to reduce panhandling activities in municipal areas. Research on the costs of homelessness advocates that socially oriented solutions and strategies found in municipalities may represent the most cost effective and reliable way to address poverty through addressing issues such as program access, effective program delivery, and education.

Recent guidance published by the Government of Saskatchewan suggests a willingness to partner and collaborate with grassroots organizations in Saskatchewan communities in the interests of public safety. This willingness represents an area of opportunity for decision makers at the civic level in Saskatoon who want to promote such public safety partnerships in both their civic service delivery and third party service delivery.

The complexity of catalysts that influence poverty and panhandling cannot be simply addressed with a single solution. Long term investments in creating and maximizing support structures can help to ensure poverty stricken Canadians have opportunities to receive support services they need to enable them to become contributing and responsible citizens.



To encourage private investors to provide lower-cost and patient capital that social enterprises need to maximize their social and environmental impact, a Tax Working Group should be established. This federal-provincial, private-public Working Group should develop and adapt proven tax-incentive models, including the three identified by this Task Force. This initiative should be accomplished for inclusion in 2012 federal and provincial budgets.

The opportunity

Like their business counterparts, social enterprises have difficulty attracting debt and equity capital to grow and scale up programs that work. Social enterprises face the additional challenge of demonstrating a double-bottom line return - i.e. both social and financial. While these returns can be on par with more traditional investments, investors often need an incentive to take on what they perceive as additional financial risk.

Through the creation of highly focused tax incentives (similar to tax incentives for early stage venture investing in traditional for-profit businesses), governments can encourage private investors to close this funding gap. Targeted investment tax credits have been used successfully in many jurisdictions to close the early stage financing gap for both traditional and social enterprises.

There are many international social finance tax incentives to consider. The Task Force has identified three tax incentives (credits or refundable credits) for investors in social enterprises:

1. Tax credit for social enterprise investors;
2. Tax supported social enterprise debt instrument; and
3. Refundable tax credit for social hires.

Evidence indicates that the modest costs of such measures for social enterprises are more than offset by the double returns that ensue, i.e. meeting a broad range of community needs and creating new jobs and economic growth.⁵⁶ Helping social enterprises to more affordably employ disadvantaged individuals can further increase this payoff by reducing government costs associated with income- and employment-support programs. The opportunity is to mobilize a social finance marketplace that will provide the capital required for social enterprises to implement leading innovations at scale, thereby circumventing the existing fragmented enterprise space.

What needs to be done

While risk capital is generally scarce, the need for it among social enterprises is increasingly acute for several reasons: few investors focus on this sector; declining charitable revenues to Canada's core non-profit sector;⁵⁷ and the prospect of long term fiscal constraints at all levels of government. Modest public investment designed to leverage proportionally greater private investment in social enterprise is, therefore, a reasonable means for governments to achieve the social, environmental and economic impacts Canadians are seeking, while respecting a parallel desire for fiscal prudence.

Successful tax incentive models have been used in a range of jurisdictions. On this basis, the federal and provincial governments are encouraged to explore made-in-Canada solutions aimed at increasing the flow of private capital to social enterprises operated by for-profits, charities, non-profits, and co-operatives.

Domestic and international precedents include:

• **Tax credit for social enterprise investors**

- In addition to social returns, social enterprises offer potential for economic returns comparable to other innovative early stage SMEs, but currently lack access to the tax incentive measures that many early stage for-profit businesses can take advantage of. We can address this gap by following the example currently under consideration by the BC government to include social enterprise⁵⁸ (non-profit and co-operatives) as an eligible "prescribed business activity" in its Venture Capital Corporation legislation. This measure currently offers individual and corporate investors a 30% tax credit incentive of up to \$60,000 annually for investments in certain business sectors (technology, film, etc.).⁵⁹

The Ontario Social Economy Roundtable has proposed a similar 30% tax credit incentive for investments in enterprising non-profits and co-operatives that would also be RRSP eligible.⁶⁰

• **Tax-supported social enterprise debt instrument** - Social enterprises currently face significant barriers to obtaining debt financing and other forms of bridge and loan capital from mainstream financial institutions. As a result, they face burdensome costs that further reduce their attractiveness to investors. This situation could be remedied by establishing a social enterprise debt instrument that would bear interest at a below-market rate, but offer debt holders tax-free interest income. This mechanism would be analogous to the tax-free municipal bonds that are widely used in the United States. In Canada, the use of such instruments would require harmonization of federal and provincial policies.

The Nova Scotia Equity Tax Credit (ETC) is designed for local small businesses, co-operatives, and **Community Economic Development Investment Funds (CEDIFs)**, to address the fact that most RRSP investments were being made in out-of-province businesses. Ten years into the program, 48 CEDIFs are operating in Nova Scotia, with over 4,800 community investors providing \$32M in 90 offerings. Nearly all investors are residents of the communities in which the businesses are operating and expanding local employment opportunities.⁶¹

• **Refundable tax credit for social hires** -

Too many Canadians are forced to depend on social assistance because of the lack of appropriate job opportunities. Expanding such opportunities increases social inclusion and productivity, and reduces social welfare expenditures. Many social enterprises specifically target the employment of individuals and groups facing barriers to labour market entry and attachment. Because these individuals typically require more employment supports and training than conventional market hires, they pose additional costs to enterprises that hire them. Building on existing training programs in Canada, and borrowing from the UK's Access to Work program, a way to bridge this cost gap would be to provide eligible enterprises with a refundable tax credit of 25% of the wages/salaries paid to social hires engaged in defined activities. The credit would be payable to the enterprise on a refundable basis to ensure benefit to non-profits that do not pay tax.⁶²

Moving forward

The success of any tax incentive lies in the quality of its design. The development of made-in-Canada measures, drawing on proven or promising examples from other jurisdictions and contexts, is both feasible and desirable. However, further detailed design work is required on objectives and outcomes sought, target investor classes

Conseil québécois des entreprises adaptées is a network of non-profit enterprises whose mission is to create permanent employment for those experiencing barriers. To date, these enterprises have created over 4,000 jobs, saved the government \$15.6M, and made immeasurable improvements in clients' quality of life.

(institutional, retail) and other issues.

From a tax perspective, social enterprises are a new and, therefore, challenging category - and further detailed work is needed to define them for the purposes of the incentives proposed above. While it is desirable for all social enterprises - non-profit and for-profit - to benefit from these incentives, defining a for-profit social purpose business presents a particular challenge in the absence of a well-defined, distinct corporate form or a clearly-defined set of social enterprise activities. By the same token, an expansion of these tax incentives to for-profits would require precise clarity on the outcomes sought and on the eligible activities to be supported to prevent a distortion of market dynamics and the creation of unfair competition.

The Task Force therefore recommends proceeding along two tracks. Track 1 would see new tax measures extended to revenue-generating charities, non-profits and co-operatives only. Track 2 would entail consultation and technical work to resolve the definitional issues required to extend these new measures to for-profit social purpose businesses.

To this end, we recommend the following actions:

1. A Tax Working Group should be established to further develop these tax incentive proposals to ensure they are appropriately adapted, closely targeted to the desired beneficiaries, and maximize return on public investment. The Working Group should comprise representatives from the investment community; the charitable, non-profit, and co-operative sectors; social purpose business; Finance Canada; Industry Canada; and interested provincial governments.⁶³ Given that the social-hire policy initiative might involve various jurisdictions, a separate specialized working group could be required.

2. The Working Group should be announced in the 2011 federal budget and report by fall of 2011 to permit inclusion of its recommendations in the 2012 federal and provincial budgets.

ADVISORY COMMITTEE REPORT

TO: Administration & Finance Committee
FROM: Saskatoon Environmental Advisory Committee
DATE: October 19, 2011
SUBJECT: Transit Research Studies
(1) Impact of Fare Changes on Ridership (SEAC)
(2) Best Practices – Transit Ridership & System Improvement (Transit Administration)
FILE NO.: CK. 175-9

RECOMMENDATION: that this report be submitted to City Council as information.

BACKGROUND:

Each year, the Saskatoon Environmental Advisory Committee (SEAC) undertakes a research project in order to fulfill its mandate to "provide advice to Council on policy matters relating to the environmental implications of City undertakings and to identify environmental issues of potential relevance to the City".

In May 2011, your Committee partnered with Transit Administration to obtain research on the impact of Transit Fares on Ridership, in terms of what would increase transit ridership and reduce the use of vehicular traffic. The Administration was interested in research on best practices for Transit Services in terms of what has worked in other cities. A candidate search was initiated and nine applicants were interviewed. The successful applicant – Mr. Lee Smith, a third year University of Saskatchewan student – was hired for a four month term to complete the two research reports. The Environmental Services Branch also assisted by providing in-kind support through the provision of office space and phone access.

REPORT:

Saskatoon is a city with public transportation needs. However it is also a city that, in no small part, is built for the automobile – almost exclusively in some areas. This is the case for most Canadian cities, particularly on the prairies. Its low overall density and sprawling highway-centric development, especially around the outskirts, lends to the private vehicle being the *de facto* standard of intra-urban transportation. A well used public transit system can have a positive impact on a city, such as: reduced overall traffic congestion; positive economic development or re-development of decaying areas; and, most significantly in terms of SEAC's interest, decreased aggregate carbon emissions from reduced vehicle traffic and new bus fuel technologies such as hybrid- or full-electric and compressed natural gas.

The primary objective of this report is to explore the effects that a reduction or complete removal of transit fare would have on Saskatoon Transit ridership. While this discussion, by nature, is primarily economic, it is important to understand that the potential impact on increased transit ridership and the resulting greenhouse gas emission reductions are central to the mandate of SEAC.

The attached study examined the potential impact on transit ridership that results from either an increase or decrease in fares. It demonstrates that previous research on the subject has found public transit to be an inelastic good. This means that ridership generally decreases with an increase in fare and vice-versa, but in terms of percentage, ridership does not change as much as the fare change. Estimates based on the available research suggest that a fare reduction of 10% would result in a ridership increase of between 5 and 9%, while a fare reduction of 90% would lead to a ridership increase of between 30 and 68%.

The attached study also examines the potential impact of a system-wide fare elimination. It should be noted that no North American transit service currently offers a zero-fare system. A review of the currently available research does not support the implementation of a zero-fare system. A zero-fare system can lead to reduced quality and lowered ability to attract commuters, increased cost and loss of revenue, which in turn results in reduced service quality, have been identified as some of the negative consequences. However, it must be acknowledged that a zero-fare program could potentially be successful in a limited or isolated manner, such as within the downtown only or a single line between two major destinations (such as a downtown to University line). Therefore, SEAC does not recommend that Saskatoon Transit consider a zero-fare transit system, especially if the desire is to increase the ridership of commuting adults and attract motorists out of their cars.

There are many factors besides fare that can have a significant impact on ridership. In most cases, these factors are more influential than fare for determining ridership. Some of these factors outlined by past research and observation include service frequency, service coverage, service improvements, availability/convenience, travel time, and general good-quality transit service. The utility and overall cost of automobiles also has a significant impact on ridership, whereby if auto use is subsidized or treated preferentially, it can negatively impact ridership, and if it is priced higher or treated disadvantageously, it can positively impact ridership.

Given these observations, SEAC endorses the findings and recommendations outlined in the Transit Administration report "Best Practices – Transit Ridership & System Improvement". In the opinion of SEAC, a focus on providing better and more reliable transit service to all areas of Saskatoon through the use and implementation of web-based technology, improved customer service, and better transit infrastructure will have a more positive impact on increased ridership than fare reductions or elimination. A successful implementation of the recommendations outlined in the report can lead to an overall reduction in greenhouse gas emissions for the city.

CONCLUDING COMMENTS:

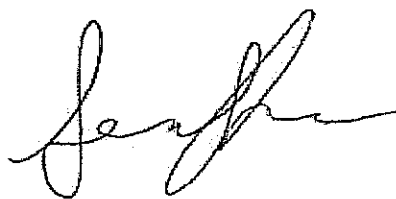
SEAC would like to commend the efforts of Saskatoon Transit and the Environmental Services Branch in working together to produce the attached report.

As always, SEAC is available to assist City Council and City Administration on all matters pertaining to the environment and we look forward to providing our input in the future.

ATTACHMENTS:

1. "Summer 2011 Transit Report – The Effects of a Reduced – or Zero-Fare Structure on Ridership", by Lee Smith.

Written by: **Dr. Sean Shaw, Chair**
Saskatoon Environmental Advisory Committee



Approved:

Dr. Sean Shaw, Chair
Saskatoon Environmental Advisory Committee
Dated: October 31, 2011

CITY OF SASKATOON

SASKATOON ENVIRONMENTAL ADVISORY COMMITTEE

SUMMER 2011 TRANSIT REPORT

THE EFFECTS OF A REDUCED- OR ZERO-FARE STRUCTURE ON RIDERSHIP



AUGUST 2011

ABOUT THE AUTHOR

The author of this report is Lee T. Smith, an undergrad in the Regional and Urban Planning program at the University of Saskatchewan. He was hired by the Saskatoon Environmental Advisory Committee in April 2011 as a summer student researcher. He can be contacted at: *lt.smith (at) usask.ca*.

ACKNOWLEDGEMENTS

This report would not have possible without the support, opportunity, and engaging challenge provided by SEAC. Nor would it have been possible without the generous assistance and cooperation provided by Saskatoon Transit. The support and workspace provided by the Environmental Services Branch at the City of Saskatoon is also greatly appreciated.

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0 EXECUTIVE SUMMARY

This report is a documentation of research done in the summer of 2011 for the City of Saskatoon Environmental Advisory Committee. Its intent is to explore the effects that a reduced fare or a removal of fare would have on Saskatoon's bus transit ridership based on past academic research, economic theory, and historical precedent. A secondary intent of the report is a general investigation of transit fare and ridership (as well as other relevant factors), and how they might affect (or not affect) one another.

0.1 EFFECTS OF FARE CHANGES ON RIDERSHIP

The primary intent of this report is to examine the effects on ridership from a fare reduction and a fare removal. Economic analysis tools and theory are the primary method by which a fare reduction will be analyzed, and previous research and historical precedent will be used to discuss a fare removal.

a. FARE REDUCTION

The economic tool used for analysis of a fare reduction is known as "elasticity" – specifically, "price elasticity of demand" (or "fare elasticity of ridership"). See subsection 1.1.b of this report for an introduction to this principle. Elasticity is a numerical value that tells us what fraction of a percent ridership will change for every one percent change in fare.

There are a number of models in past research that use various elasticity values. The industry standard (called the Simpson-Curtin rule) is that for every one percent change in fare, ridership changes by a third of a percent in the other direction (Curtin, 1968). In other words, the Simpson-Curtin elasticity value is $-\frac{1}{3}$. However, there is research that suggests that this value is outdated, and potentially understates actual ridership change. Pham & Linsalata (1991) offer a value of -0.4 , as well as a number of other values that vary depending on city size and peak/off-peak hours. Litman (2011) states that Simpson-Curtin and Pham-Linsalata both still understate potential changes, particularly for the long-run, and offers an even wider range of values which vary depending on short/long term as well as other factors.

See Table 2-1, Figure 2-3, and Figure 2-4 on the next two pages (originals on pages 8, 9 and 11 respectively) for an index and two visual summaries of the Saskatoon fare reduction ridership potential according to Simpson-Curtin, Pham-Linsalata, and Litman. The predictions under the Litman model are not single-point values, and so are not indexed or plotted alongside Simpson-Curtin and Pham-Linsalata; they are instead given their own graph (Figure 2-4) depicting the ranges that are the flagship of Litman's research.

		Fare Reduction				
		10%	25%	50%	75%	90%
Simpson-Curtin (-0.333...)	R % Increase	3.333...%	8.333...%	16.666...%	25.000%	30.000%
	New R	11,893,014	12,468,482	13,427,596	14,386,710	14,962,178
	New Rpc	53.02	55.59	59.86	64.14	66.71
Pham-Linsalata (-0.4)	R % Increase	4.000%	10.000%	20.000%	30.000%	36.000%
	New R	11,969,743	12,660,305	13,811,242	14,962,178	15,652,740
	New Rpc	53.36	56.44	61.57	66.71	69.78
Pham-Linsalata (-0.45)	R % Increase	4.500%	11.250%	22.500%	33.750%	40.500%
	New R	12,027,290	12,804,172	14,098,976	15,393,780	16,170,662
	New Rpc	53.62	57.07	62.86	68.63	72.09

Table 2-1: Index of ridership changes influenced by fare reductions under Simpson-Curtin and Pham-Linsalata models (pg. 8)
 (R = Ridership; Rpc = Ridership per capita; current ridership = 11,509,368)

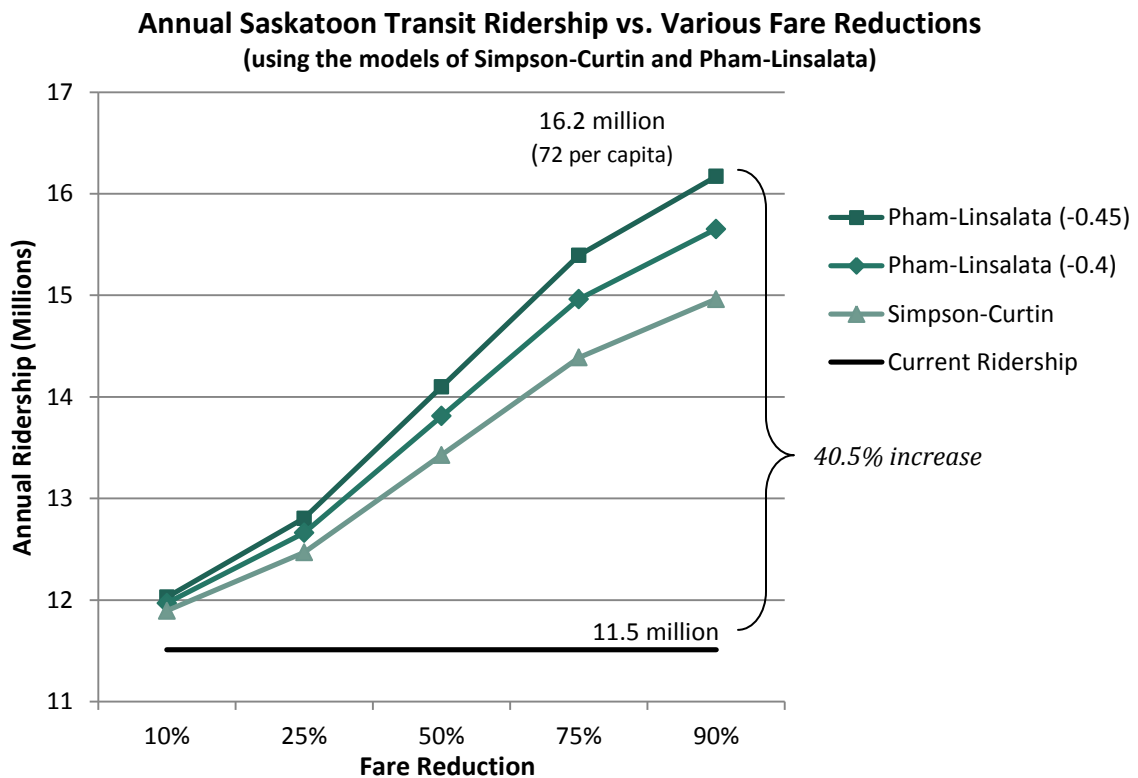


Figure 2-3: Annual ridership vs. fare reduction under Simpson-Curtin and Pham-Linsalata models (pg. 9)

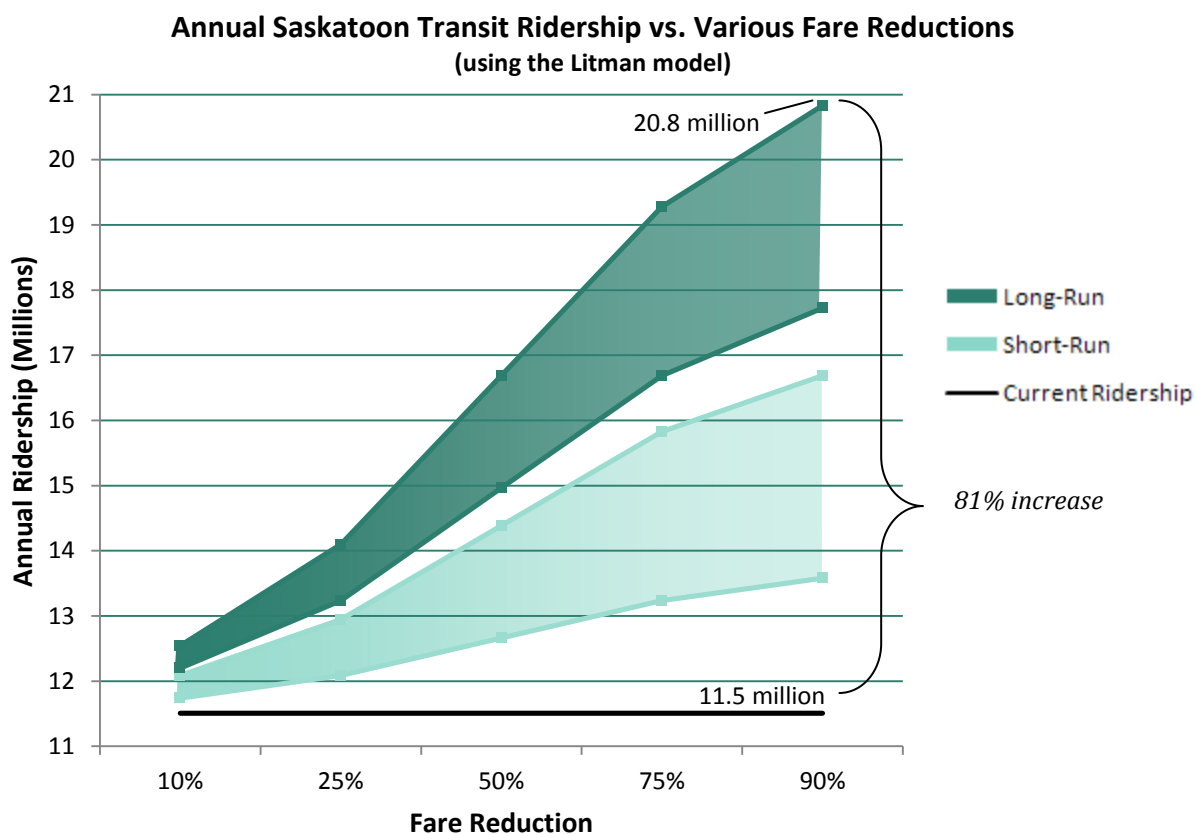


Figure 2-4: Annual ridership vs. fare reduction under the Litman model (pg. 11)

b. ZERO-FARE

An absence of fare is much different from any fare value, even the smallest fraction of a dollar. For this reason, the economic tools used above will not be used to analyze a zero-fare scenario, as it would not appear very useful, and would merely be an extrapolation of the above data. We will investigate previous literature on the subject instead, which discusses the real-world implications and actual consequences of a zero-fare transit system.

Researchers have almost unanimously dismissed a system-wide zero-fare policy (Cervero, 1990; Perone, 2002; Vobora, 2008). A zero-fare system does in fact increase ridership – by a substantial amount typically – but it is not so-called “choice” ridership. To quote Perone (2002, p. 4-5):

In the fare-free demonstrations ... most of the new riders generated were not the choice riders they were seeking to lure out of automobiles ... [They] suffered dramatic rates of vandalism, graffiti, and rowdiness due to younger passengers who could ride the system for free, causing numerous negative consequences. Vehicle maintenance and security costs escalated due to the need for repairs ... The greater presence of vagrants on board buses also discouraged choice riders and caused increased complaints from long-time passengers. Furthermore ... the transit systems became overcrowded and uncomfortable for riders ... [which] discouraged many long-time riders from using the system as frequently as they did prior.

Cervero (1990) came to virtually the same conclusions in his own research and review of past research up to that time. Vobora (2008) investigated the feasibility of the implementation a zero-fare system in Lane Transit District, Oregon, USA, and advocated against it mainly due to significant cost implications (associated both with the general loss of revenue and with increased maintenance) and the decreased service quality that would inevitably arise as a result of these costs.

However, another important conclusion of Cervero (1990) is that zero-fare transit systems have seen moderate success when they are geographically limited to a certain area, such as a downtown, as just a small part of a larger, fare-charging transit system. This is supported by the success of a limited zero-fare service in Durham, North Carolina, USA which has a single line – that carries nearly 2,000 rides per day – running between Duke University and downtown Durham alongside their standard fare-taking transit system (Interview, Durham Area Transit Authority, 2011).

Global zero-fare systems are not recommended – especially if the desire is to attract daily commuters or to get motorists out of their cars – based on the past consequences of transit systems who have attempted their implementation in the past. There are no benefits to a global zero-fare system other than an increased number of patrons, which research has shown is not necessarily a good thing. However, limited-scope zero-fare systems as discussed in the paragraph above could be considered as a minor part of an overall standard system.

0.2 OTHER SIGNIFICANT IMPACTS ON RIDERSHIP

Transit fare is not the only thing that can have a significant impact on ridership. In fact, some research suggests that there are many other things that are in fact *more* potent than fare for influencing ridership. These factors can either be internal (a policy initiative of the transit agency) or external (out of the control of the transit agency). Among the internal factors that can influence ridership, there are two categories: quantitative, and qualitative.

Quantitative factors are things such as service coverage and service frequency. Several independent researchers have found that the measures of service coverage and frequency (referring primarily to geographical extent of routes, and headways, respectively) are more important for explaining ridership fluctuations than fare (Perone, 2002; Taylor & Fink, 2003; Thompson & Brown, 2006; Taylor et. al., 2008). *Qualitative* factors refer to things such as availability, convenience, travel time, and ease-of-use. Research has shown that these qualitative factors, including general overall *service quality*, are more important for explaining ridership than fare – and in some cases, are more important than even the quantitative factors discussed above (Cervero, 1990; Perone, 2002; Taylor & Fink, 2003; Swimmer & Klein, 2010).

The private automobile has also been evidenced to have a notable impact on ridership levels, both in terms of its competitive utility and convenience (in a negatively-impacting relationship) and in terms of its costs (in a positively-impacting relationship) (Cervero, 1990; Taylor & Fink, 2003; Litman, 2011). There is also some research that suggests that good weather (or extremely bad weather) can increase ridership, and bad weather can decrease it (Guo et. al., 2007).

0.3 CONCLUSIONS

Fare changes can have a varying level of influence over transit ridership. This variation depends upon many factors, but ultimately it hinges on which model is used to predict the influence. This report has used a range of common prediction models using economic theory and has developed a set of possible ridership changes for various fare changes. Ridership gains can range from 2% to 5% following a 10% fare reduction; from 10% to 25% following a 50% fare reduction; and from 18% to 45% following a 90% fare reduction. The fare changes investigated in this report were strictly reductions, but in theory the models could be reversed, with fare *increases* having the exact opposite impact upon ridership. The models employed have been exhibited plainly and reworked into a set of equations for future use with custom variables (see Appendix 4).

The concept of a fare removal was discussed, not using the same economic models, but using past research and historical precedent. Ultimately, it was found that a zero-fare transit system is not effective for overall system improvement, despite the fact that it does tend to increase ridership. There are many other negative consequences of a zero-fare system that trump its one positive consequence of increased patronage; the biggest negative consequence is in fact the nature of this increased patronage.

It was also evidenced in this report that transit fare is not the most important factor that can influence ridership, and in fact might even be quite unimportant, when compared to other things such as service quality, service quantity, and externalities like the private automobile. These factors must be considered when investigating effects on ridership, as research suggests that they are much more potent – especially for the ridership of discretionary riders and daily commuters. Some of the biggest things that impact ridership are: availability and convenience of use, service frequency (headways), service coverage (extent of routes), and travel time.

Finally, it was noted that any future research in this area with *applied* intentions (rather than *academic* intentions) ought to further investigate the other important factors discussed above in addition to transit fare, as they are all potentially significant elements for deciding transit ridership.

A few general recommendations for Saskatoon Transit were formulated. Briefly, they are as follows:

- Dismiss considerations of a system-wide zero-fare program. Research has plainly shown that they are unsuccessful and detrimental to the overall quality of a transit system.
 - However, do not outright dismiss the eventual possibility of a **limited** zero-fare program, such as within the downtown core, or between the University and the downtown.
- Consider fare reductions seriously and carefully in the interest of an increased ridership.
- Do not rely on fare increases in the interest of long-term revenue gains.
- Keep in mind that general quality of service, convenience, and availability all trump any consideration of fare – especially for the ridership of discretionary riders and commuters.
 - i.e. A better value for money is much more important than the money itself.

1 INTRODUCTION

Saskatoon is a city with public transportation needs. However it is also a city that, in no small part, is built for the automobile – almost exclusively in some areas. This is the case for most Canadian cities, particularly on the prairies. Its low overall density and sprawling highway-centric development, especially around the outskirts, lends to the private vehicle being the *de facto* standard of intra-urban transportation. The utility, speed, and convenience of the private vehicle is unmatched by any other transport mode in the city – indeed, most cities. However, the fact remains that the private vehicle is just that – a private good purchased from a private retailer, most often used by private citizens on public roads; and it comes with many costs, both internal and external. In North America we often forget that the use of an automobile is a privilege, and more importantly, a choice, made by those who have the means to afford it.

For many people in Saskatoon and around the world, a private vehicle is an unobtainable luxury, and so public transportation is a crucial daily need. Transit is often the only option for many people – and not just those without the means to obtain a vehicle – to get to work, to shop, and to otherwise move around the city. An inadequate transit system, for them, can mean complete isolation from goods and services they may need to survive, support their families, and be productive members of society. However, necessity is only one explanation for the use of transit – there is much variety in the reasons why people take transit, and even more variety among the people who do.

Public transit is also beneficial to a city in many ways besides providing its citizens and visitors with a means to move around it. Weyrich & Lind (2009) point out a number of universal benefits that good public transit can have on a city, such as: reduced overall traffic congestion; positive economic development or re-development of decaying areas; encouragement of pedestrians, “whose presence is vital to the life of cities” (Weyrich & Lind, 2009, p. 1); and a general re-focus of regions onto their urban cores, minimizing car-oriented, polycentric urban form and sprawling suburbs. Not to mention one of the most significant benefits of transit – decreased aggregate carbon emissions from reduced vehicle traffic and new bus fuel technologies such as hybrid- or full-electric and compressed natural gas.

The primary objective of this report is to explore the effects that a reduction or complete removal of transit fare would have on Saskatoon Transit ridership. While this discussion, by nature, is primarily economic, it is important to understand that there are a number of things that can have an effect on transit ridership. Thus, it could be said that a secondary objective of this report revolves around a general investigation of transit efficiency, fare in particular, and how ridership might be affected by a variety of things.

The current state of Saskatoon Transit will first be introduced. A literature review of academic research on ridership affected by fare change will then follow, and the tools used by researchers will be employed on Saskatoon Transit. Finally, a discussion of other important things that can impact ridership will conclude the report.

1.1 METHODOLOGY

In effort to assess the effects of fare change on Saskatoon Transit ridership, this report will use established principles of public transportation economics, peer-reviewed professional research, and examples of other transit agencies who have conducted similar changes in the past. Empiricism and objectivity will be exploited as best they can be within the social sciences, and predictions and estimations will be made conservatively. Appendix 1 provides a basic introduction to the principle of economic elasticity, and may be dismissed if such an introduction is not necessary. However, it is recommended that the reader consult this appendix if elasticity is not a familiar concept, as it will be used extensively in this report.

a. PREVIOUS RESEARCH

A literature review of journal articles and academic reports on public transit ridership and fare will be employed as part of this report, with the intent to both familiarize the reader with the current state of affairs in urban transportation studies and to give context to Saskatoon Transit. Peer-reviewed research from such publications as *Journal of Public Transportation*, *Transportation Research Record*, and both the *American Public Transportation Association (APTA)* and *Canadian Urban Transit Association (CUTA)* will be featured, as well as many others, in order to provide a detailed evaluation of the effects on transit ridership from fare changes. See the References section at the end of this report for a list of all works cited.

1.2 CURRENT STATE OF SASKATOON TRANSIT

This subsection is intended to give a background understanding of the current information regarding Saskatoon Transit to give context to the analysis in this report. While exploring this report further, the reader may wish to refer back to this subsection to make comparisons.

Ridership for Saskatoon Transit (ST) has grown over the past five years by approximately 27% (Saskatoon Transit, 2010). ST correlates this growth with strategic service improvements in 2006 including the Direct Access Rapid Transit (DART) system, which is a series of bus routes designed to offer more quick and efficient service between popular nodes (downtown, University, etc) and outer suburban areas by utilizing arterial “trunks” and minimizing core-area stops. Annual ridership on ST in 2010 was over 11.5 million rides (Saskatoon Transit, 2010) – or approximately **51.3 annual rides per capita** – with a 2010 civic estimated population of 224,300 (City of Saskatoon, 2011). Annual rides per capita can be thought of as an approximation of the number of times the average citizen of the corresponding city took transit that year. In this regard, ST is significantly above the national average for cities in the 100,000–400,000 population range, which is only **38.7 annual rides per capita** (Canadian Urban Transit Association, 2010). There are 23 Canadian cities within this population window that have transit agencies registered with the Canadian Urban Transit Association (CUTA). See Figure 1-1 below for a graph comparing the annual ridership per capita of each of these cities.

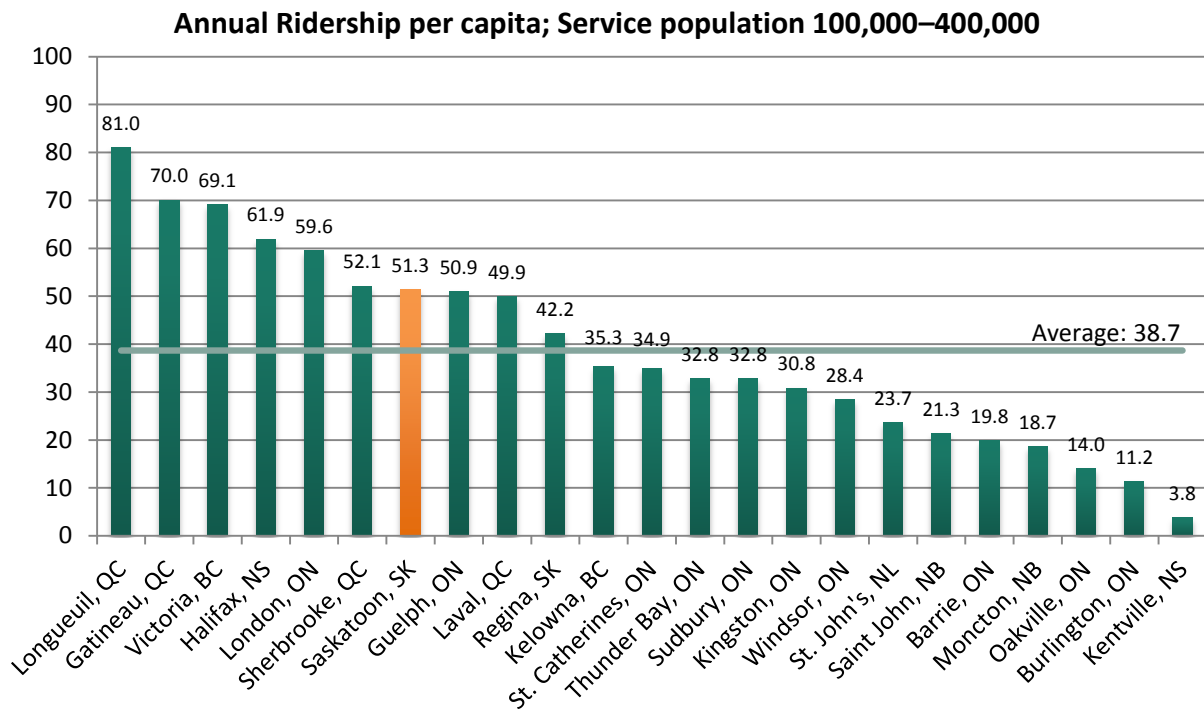


Figure 1-1: Annual ridership per capita of Canadian cities, population 100,000–400,000

Data source: (Canadian Urban Transit Association, 2010)

In terms of transit fare in 2010, the adult cash fare on ST was \$2.75, the adult ticket price was \$2.10, the adult monthly pass was \$71.00, and the senior monthly pass was \$21.00 (2010 data and dollars). ST is approximately average in all categories except for senior monthly pass, in which it is by far the cheapest out of all 23 cities, and the only one under \$30, the second-cheapest being Gatineau, QC at \$34.50.

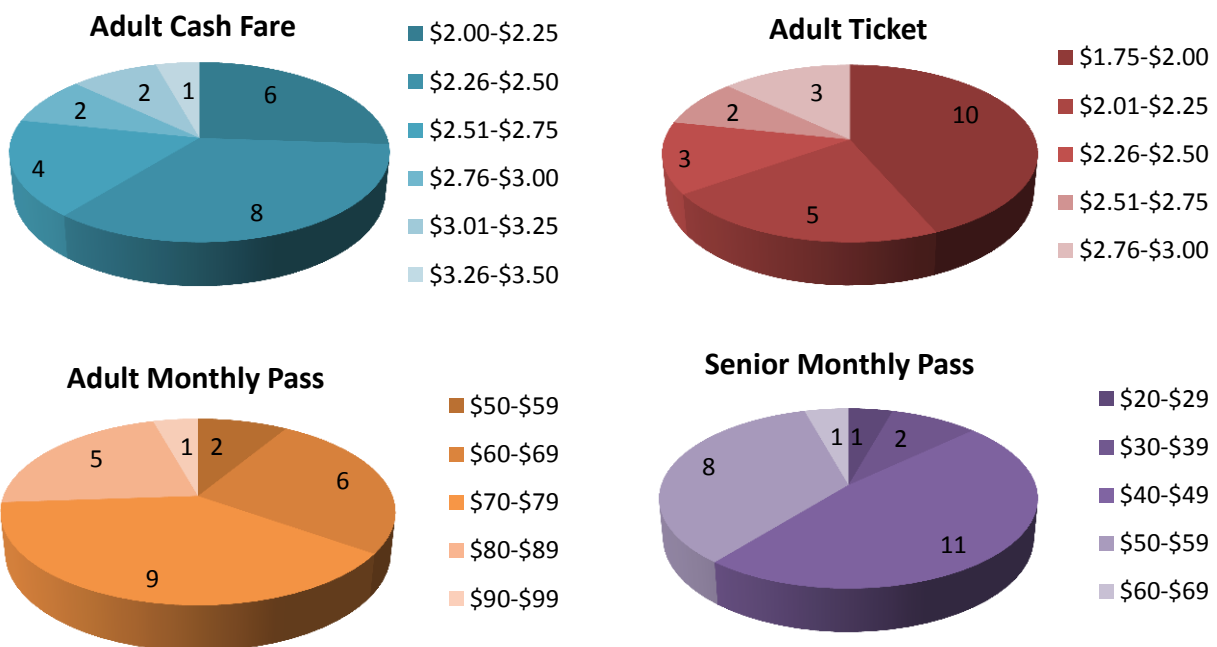


Figure 1-2: Comparison of fare media by number of cities in price range

Data source: (Canadian Urban Transit Association, 2010)

City	Adult Cash	Adult Ticket	Adult Monthly	Senior Monthly	Population	Annual Ridership	AR per capita
Longueuil, QC	\$3.00	\$2.20	\$65.00	\$47.00	396,740	32,136,831	81.00225
Gatineau, QC	\$3.25	\$2.30	\$79.00	\$34.50	262,391	18,379,477	70.04614
Victoria, BC	\$2.25	\$2.03	\$53.00	\$49.00	353,928	24,455,547	69.09752
Halifax, NS	\$2.25	\$1.80	\$79.00	\$52.00	312,400	19,346,370	61.92820
London, ON	\$2.75	\$2.13	\$67.00	\$57.50	356,100	21,211,000	59.56473
Sherbrooke, QC	\$3.10	\$2.55	\$72.00	\$47.00	146,706	7,638,575	52.06723
Saskatoon, SK	\$2.75	\$2.10	\$71.00	\$21.00	224,300	11,509,368	51.31239
Guelph, ON	\$2.50	\$2.31	\$70.00	\$57.00	120,000	6,111,557	50.92964
Laval, QC	\$2.60	\$2.00	\$68.00	\$46.00	391,569	19,520,834	49.85286
Regina, SK	\$2.50	\$2.00	\$60.50	\$59.00	179,246	7,558,160	42.16641
Kelowna, BC	\$2.00	\$2.68	\$58.00	\$37.00	123,000	4,344,185	35.31858
St. Catherines, ON	\$2.50	\$1.80	\$76.00	\$50.00	150,000	5,236,417	34.90945
Thunder Bay, ON	\$2.50	\$2.35	\$65.00	\$57.00	109,000	3,577,000	32.81651
Sudbury, ON	\$2.45	\$2.10	\$80.00	\$43.00	129,600	4,250,142	32.79431
Kingston, ON	\$2.25	\$1.90	\$70.00	\$44.00	108,545	3,348,503	30.84898
Windsor, ON	\$2.45	\$2.20	\$70.00	\$40.00	216,473	6,155,650	28.43611
St. John's, NL	\$2.25	\$3.00	\$83.00	\$45.00	127,250	3,014,073	23.68623
Saint John, NB	\$2.50	\$2.00	\$71.00	\$45.00	122,389	2,609,381	21.32039
Barrie, ON	\$2.50	\$1.90	\$81.00	\$49.00	126,000	2,497,761	19.82350
Moncton, NB	\$2.00	\$2.80	\$88.00	\$44.00	120,525	2,251,471	18.68053
Oakville, ON	\$3.00	\$1.80	\$82.50	\$50.00	177,200	2,479,945	13.99517
Burlington, ON	\$2.75	\$2.00	\$62.00	\$54.00	165,435	1,860,825	11.24807
Kentville, NS	\$3.50	\$3.00	\$90.00	\$65.00	101,268	380,139	3.75379
AVERAGE	\$2.59	\$2.22	\$72.22	\$47.52	196,525	9,035,124	38.68691

Table 1-1: Index of Canadian cities within population window, sorted by AR per capita

Data source: (Canadian Urban Transit Association, 2010)

Figure 1-2 shows the distribution of price ranges for four popular fare media among the 23 Canadian cities with a population between 100,000 and 400,000 and a transit agency registered with CUTA. The pie charts show the number of cities out of 23 within each price range for each of the four fare types. Table 1-1 shows the full list of all 23 cities exhibited in Figures 1-1 and 1-2, the values of their various fare types, their population, and their ridership, sorted by annual ridership per capita.

In the 2010 Annual Report, ST divides percentage of ridership by category of user (Saskatoon Transit, 2010, p. 3). The top four ridership categories in 2010 were: *UPass* (27%), *adult monthly pass* (20%), *adult discount pass* (17%), and *high school monthly pass* (14%). Tied in fifth place are *cash* and *adult tickets* (6%). More than four-fifths (81%) of ST riders hold some sort of pre-paid discount/unlimited transit pass – see the shades of green in Figure 1-3 below. All other payment methods are coloured in shades of orange.

Saskatoon Transit Fare Type Distribution Transit passes in shades of green (81% of total)

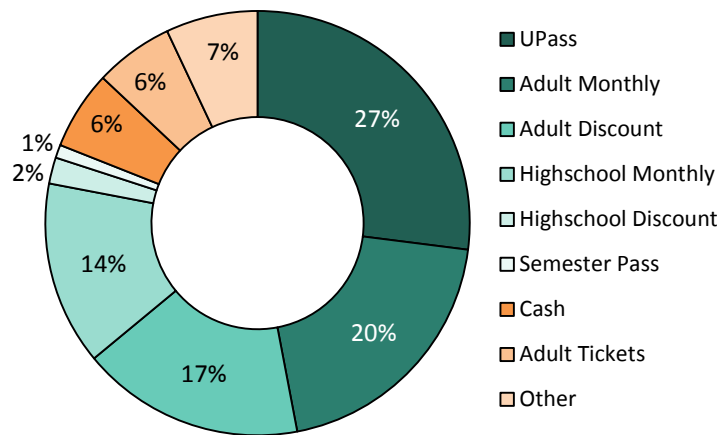


Figure 1-3: Saskatoon Transit fare type distribution; transit passes vs. other methods

Data source: (Saskatoon Transit, 2010)

Thus we can say that, more so than fare media like cash and tickets, which limit the number of rides one can take and are based on a ride-by-ride basis (**restrictive-use**), Saskatoon Transit riders overwhelmingly prefer **unlimited-use** transit passes. These passes allow riders to use transit as many times as they want during the specified time-frame, usually per month or per semester. Another couple of important statistics are that 37% of all riders are pass-holding adults, who therefore make up a very important demographic for Saskatoon Transit; and 27% of all riders are U of S students, who can only use their passes eight months out of the year. Obviously this is an important demographic as well.

With these considerations in mind, we will now investigate the effects that a fare reduction or removal might have on Saskatoon Transit, based on current economic theory, previous research, and case study, beginning in section 2 on the next page.

2 THE EFFECTS OF FARE CHANGES ON RIDERSHIP

This section, the primary one of this report, will explore and discuss the effects that both a fare **reduction** and a fare **removal** would have, or is expected to have, on transit ridership – particularly that of Saskatoon. The basic hypothesis is that a fare decrease has the potential to increase ridership, but the details are impossible to know without analysis, based on both economics and historical precedent.

Appendix 1 introduces the principle of economic elasticity. Most microeconomic theory uses elasticity analysis in the form “price elasticity of demand.” We will also use this form, but will refer to it as “fare elasticity of ridership.” Fare elasticity of ridership values give us a simple, universal analysis tool for understanding the effects that a fare change would have on the number of people using (or demanding) transit. We will use fare elasticity to investigate the effects of a fare **reduction** only, not a removal. Economic analysis using elasticity falls short in examining effects from a fare removal. The reasons for this are examined in subsection 2.2. For the discussion of a fare **removal**, we will employ academic research, case studies, and historical precedent. See Appendix 2 for an examination of the economic research conducted to date and the basic foundation for our elasticity analysis. Subsection 2.1 below will begin by exploring the effects of a fare reduction.

2.1 FARE REDUCTION

It seems like an easy conclusion to jump to that a fare reduction will increase ridership, but economic prediction using transit fare elasticity can tell us the details. It is the closest method we have to empirical mathematics – but since we are dealing with human behaviour, it of course cannot be perfectly accurate. Nevertheless, it is useful for developing an understanding of basic transit economics. The following discussion will use a variety of different elasticity values employed and developed in previous research within the field to explore the effects of a fare reduction on Saskatoon Transit ridership.

a. SIMPSON-CURTIN

If we take the approach of transit analysts in the mid-late 20th century, we would assume a fare elasticity of ridership of $(-\frac{1}{3})$, or $-0.\bar{3}$ (Curtin, 1968). This means that any percent change in fare will result in a percent change in ridership that is in the opposite direction and equal to one-third of the original percent change in fare. For example, a transit agency that reduces its fare from \$2.50 to \$2.00, or by 20%, can expect a ridership increase of 6.667% under the Simpson-Curtin model. See Figure 2-1 below. See Appendix 2 for further explanation.

$$\begin{aligned} \% \Delta F * -0.\bar{3} &= \% \Delta R \\ -20\% * -0.\bar{3} &= 6.\bar{6}\% \end{aligned}$$

Figure 2-1: Simpson-Curtin rule for predicting percent change in ridership

This has been the standard model of predicting ridership change following fare change for many, if not most, (bus) transit agencies for decades. For this reason it has evidently served them well enough. Of course, it is possible that its inaccuracy has gone unnoticed, but it has been used regardless. So, the Simpson-Curtin model will now be employed to explore the effects on Saskatoon Transit ridership from a hypothetical fare decrease.

If we recall subsection 1.2, the current adult cash fare for Saskatoon Transit is \$2.75. The model will be applied to a hypothetical reduction of 10% (\$0.28), 25% (\$0.69), 50% (\$1.38), 75% (\$2.06), and 90% (\$2.48). Of course, these same percentages could also be applied to changes in other fare methods besides cash, such as the adult monthly pass; it is only the percentage that is important. The exact ridership number that will be affected by these changes, as reported by Saskatoon Transit (2010), is 11,509,368 (making Saskatoon's annual ridership per capita 51.31). The population used to determine annual ridership per capita, as estimated by the City of Saskatoon, is 224,300 (City of Saskatoon, 2011).

$-10\% * -0.\bar{3} = 3.\bar{3}\%$	$-25\% * -0.\bar{3} = 8.\bar{3}\%$
$11,509,368 + 3.\bar{3}\% = \mathbf{11,893,014}$	$11,509,368 + 8.\bar{3}\% = \mathbf{12,468,482}$
<i>53.02 annual rides per capita</i>	<i>55.59 annual rides per capita</i>
$-50\% * -0.\bar{3} = 16.\bar{6}\%$	$-75\% * -0.\bar{3} = 25\%$
$11,509,368 + 16.\bar{6}\% = \mathbf{13,427,596}$	$11,509,368 + 25\% = \mathbf{14,386,710}$
<i>59.86 annual rides per capita</i>	<i>64.14 annual rides per capita</i>
$-90\% * -0.\bar{3} = 30\%$	
$11,509,368 + 30\% = \mathbf{14,962,178}$	
<i>66.71 annual rides per capita</i>	

Figure 2-2: Simpson-Curtin applied to Saskatoon Transit

The above model is very simplistic, and takes little else into account other than the approximations of transit researchers in the mid-1960s. It has served as a rule of thumb for transit planners and managers for decades, and therefore has likely influenced many major policy decisions (even potentially those of Saskatoon Transit). This is the reason that it is included here.

According to the Simpson-Curtin rule, a reduction in fare ranging from 10% to 90% can generate ridership growth on Saskatoon Transit ranging from 3.333...% to 30%, generating a new total annual ridership of anywhere between **11,893,014** (approximately 53 per capita) and **14,962,178** (approximately 67 per capita). However, according to the more recent findings of both Pham & Linsalata (1991) and Litman (2011), these values are potentially *understating* the impact of a fare change. See Table 2-1 on the next page for the full index of these ridership changes.

b. PHAM & LINSALATA

As stated in Appendix 2, Pham & Linsalata discovered an average fare elasticity of ridership of -0.4, which is 20% higher (in absolute value) than the Simpson-Curtin value. The Pham-Linsalata value can be used to analyze ridership change in Saskatoon in the same way that Simpson-Curtin was used above. For the same fare reductions of 10%, 25%, 50%, 75%, and 90%, Saskatoon Transit would then see ridership growth of 4%, 10%, 20%, 30%, and 36%, respectively, under the Pham-Linsalata model. These percentages would result in new annual ridership levels (and annual rides per capita) of **11,969,743** (53.36), **12,660,305** (56.44), **13,811,242** (61.57), **14,962,178** (66.71), and **15,652,740** (69.78) respectively. See Table 2-1 below for the full index of these numbers.

However, Pham & Linsalata did not intend to simply come up with another value to replace Simpson-Curtin in all transit ridership analysis. They acknowledged significant differences between cities and between hours of the day in terms of these elasticity of ridership values. For example, they found that average elasticity is more responsive (greater in absolute value) in cities under one million population (-0.43) than in those over one million (-0.36) (Pham & Linsalata, 1991). This suggests that we may account for the likelihood of further underestimates by even the predictions in the previous paragraph. Furthermore, the researchers also found that elasticity varied widely between peak and off-peak hours: the average value for peak hour ridership was -0.23, while the average value for off-peak ridership was -0.42 (Pham & Linsalata, 1991). These values for cities with a population under one million were -0.27 at peak-hours, and -0.45 at off-peak hours (Pham & Linsalata, 1991). The latter elasticity value will be used in addition to the universal average of -0.4 to analyze changes to Saskatoon ridership in Table 2-1 and Figure 2-3.

The conclusions of Pham & Linsalata are also supported by the research of Lago et. al., who found that, on average, smaller cities have greater fare elasticities than larger ones, and that off-peak elasticity is typically double peak-hour elasticity (Lago, Mayworm, & Mcenroe, 1981). Together, these sources suggest that Saskatoon could potentially have a much more responsive fare elasticity of ridership than the traditional $-\frac{1}{2}$ employed by many transit professionals for decades – particularly at off-peak service hours.

		Fare Reduction				
		10%	25%	50%	75%	90%
Simpson-Curtin (-0.333...)	R % Increase	3.333...%	8.333...%	16.666...%	25.000%	30.000%
	New R	11,893,014	12,468,482	13,427,596	14,386,710	14,962,178
	New Rpc	53.02	55.59	59.86	64.14	66.71
Pham-Linsalata (-0.4)	R % Increase	4.000%	10.000%	20.000%	30.000%	36.000%
	New R	11,969,743	12,660,305	13,811,242	14,962,178	15,652,740
	New Rpc	53.36	56.44	61.57	66.71	69.78
Pham-Linsalata (-0.45)	R % Increase	4.500%	11.250%	22.500%	33.750%	40.500%
	New R	12,027,290	12,804,172	14,098,976	15,393,780	16,170,662
	New Rpc	53.62	57.07	62.86	68.63	72.09

Table 2-1: Index of ridership changes influenced by fare reductions under the Simpson-Curtin and Pham-Linsalata models

(R = Ridership; Rpc = Ridership per capita; current ridership = 11,509,368)

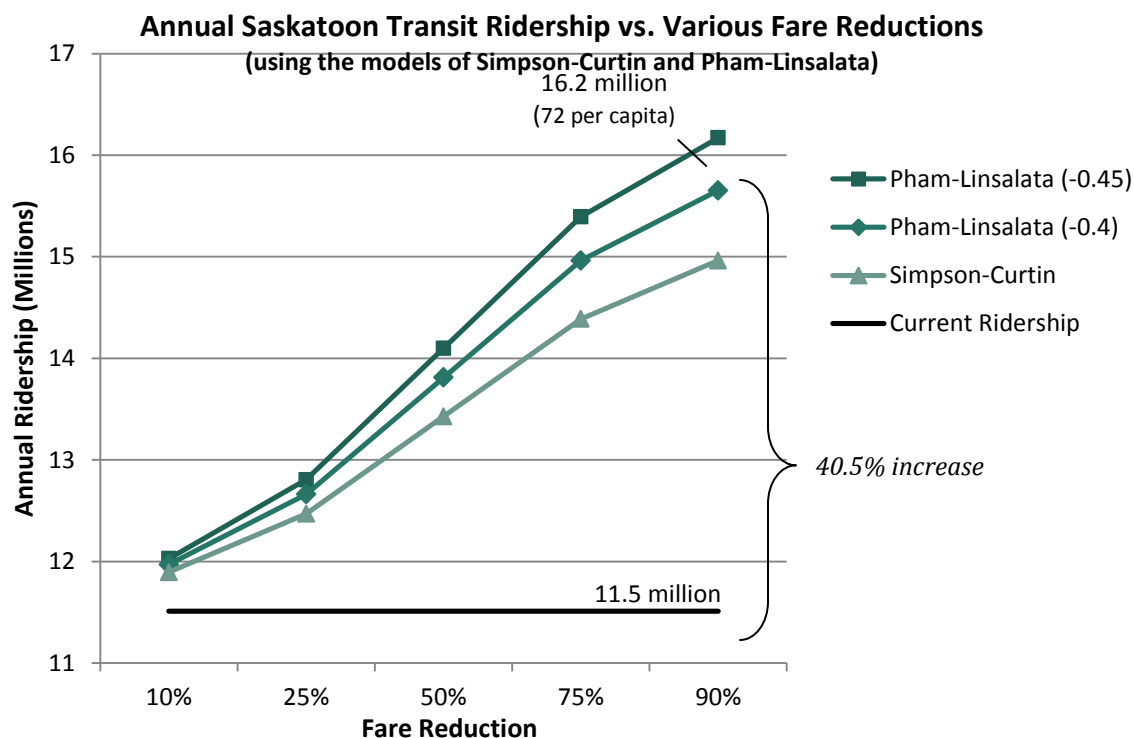


Figure 2-3: Annual ridership vs. fare reduction under Simpson-Curtin and Pham-Linsalata models

Table 2-1 and Figure 2-3 above summarize the ridership predictions made using the models of Simpson-Curtin (fare elasticity of -0.333...) and Pham-Linsalata. Two different Pham-Linsalata models are shown, one being the researchers' universal average fare elasticity (-0.4) and the other being their off-peak average for cities under one million (-0.45). According to these models, Saskatoon Transit could potentially see ridership growth of up to or over 40% following a substantial fare reduction.

However, we must keep in mind that this type of analysis is quite simplistic and assuming, and can in fact convey false accuracy. Single-point elasticity values rarely encompass the entire complexity of urban transit fare and ridership. This was a major finding of Todd Litman, whose conclusions will be discussed in subsection 2.1.c below.

c. LITMAN

In his research, Litman (2011) found that "commonly-used" elasticity values (referring to both Simpson-Curtin and Pham-Linsalata) tend to understate the actual impact potential of fare changes, as the data used to develop these values is outdated and irrelevant to today's more discretionary riders. Furthermore, he found that single-point values for elasticity were largely inaccurate (i.e. high levels of variability and uncertainty), and that ranges are "preferable" (Litman, 2011, p. 17) for elasticity analysis. Conventional elasticity analysis also primarily "reflect[s] short-run impacts" according to Litman (p. 17), and elasticity values in the long run approach -1.0 (or "unit elasticity" – see Appendix 2, including Figures 6-1 and 6-2).

Litman's conclusions, being based on ranges of elasticity values, are harder to quantify and less quantitatively useful for Saskatoon Transit than the specifics provided by Simpson-Curtin and Pham-Linsalata. However, we can consider his conclusions logically and develop more *qualitative* conclusions of our own. One of his major conclusions is that average universal elasticity of ridership with respect to fare (the value that Simpson-Curtin and Pham-Linsalata calculated as being -0.333... and -0.4 respectively) typically ranges from -0.2 to -0.5 in the short run (one to two years or less), **but in the long run** (five to ten years or more), **this value actually ranges from -0.6 to -0.9, and eventually approaches -1.0** (Litman, 2011), or "unit elasticity," as stated above (see Appendix 2).

Drawing from Litman, we can tentatively conclude a few things:

- Using conventional fare elasticity to predict ridership change is only applicable to the short term, and typically understates actual ridership response in general;
- Long-term policy ought not to be decided based on these short-run conventional models;
- Long-run fare elasticity of ridership approaches unit elasticity, which means that transit fare increases will only increase revenues in the short term, since any change in fare will eventually result in an inversely proportional change in ridership.
 - i.e. 10% increase in fare → 10% decrease in ridership.

Litman summarizes thusly:

Transit planners generally assume that transit is price inelastic (elasticity values are less than 1.0), so fare increases and service reductions increase net revenue. This tends to be true in the short-run (less than two years), but long-run elasticities approach 1.0, so financial gains decline over time.

(Litman, 2011, p. 18)

Litman also comes to one of the same conclusions as Pham & Linsalata and Lago et. al., particularly that elasticity is doubled for off-peak and leisure travel over peak-hour and commuter travel (Litman, 2011). He also finds that elasticity is lower for transit-dependent users, and comments that:

In most communities (particularly outside of large cities) transit dependent people are a relatively small portion of the total population, while discretionary riders (people who have the option of driving) are a potentially large but more price sensitive market segment. As a result, increasing transit ridership requires pricing and incentives that attract travelers out of their car.

(Litman, 2011, p. 17)

Litman's report concludes with a table of recommended elasticity values for varying scenarios. See Table 2-2 on the next page for a partial reproduction of his "Table 15: Recommended Transit Elasticity Values" (2011, p. 18).

	Market Segment	Short Term	Long Term
Transit ridership WRT transit fares	Overall	-0.2 to -0.5	-0.6 to -0.9
Transit ridership WRT transit fares	Peak	-0.15 to -0.3	-0.4 to -0.6
Transit ridership WRT transit fares	Off-peak	-0.3 to -0.6	-0.8 to -1.0
Transit ridership WRT transit fares	Suburban commuters	-0.3 to -0.6	-0.8 to -1.0

Table 2-2: Litman’s recommended transit elasticity values

“This table summarizes recommended values resulting from this study. These values should be modified as appropriate to reflect specific conditions. (WRT= With Respect To)” (Litman, 2011, p. 18).

Source: “Table 15: Recommended Transit Elasticity Values”, Litman 2011, p. 18. (First four rows only)

Figure 2-4 below conveys the ranges of potential ridership growth for various fare reductions in both the long run and the short run under the Litman model (overall market segment). As we can see, Saskatoon annual ridership could potentially reach between 17 and 21 million in the long run following a substantial fare reduction, according to the conclusions made by Litman.

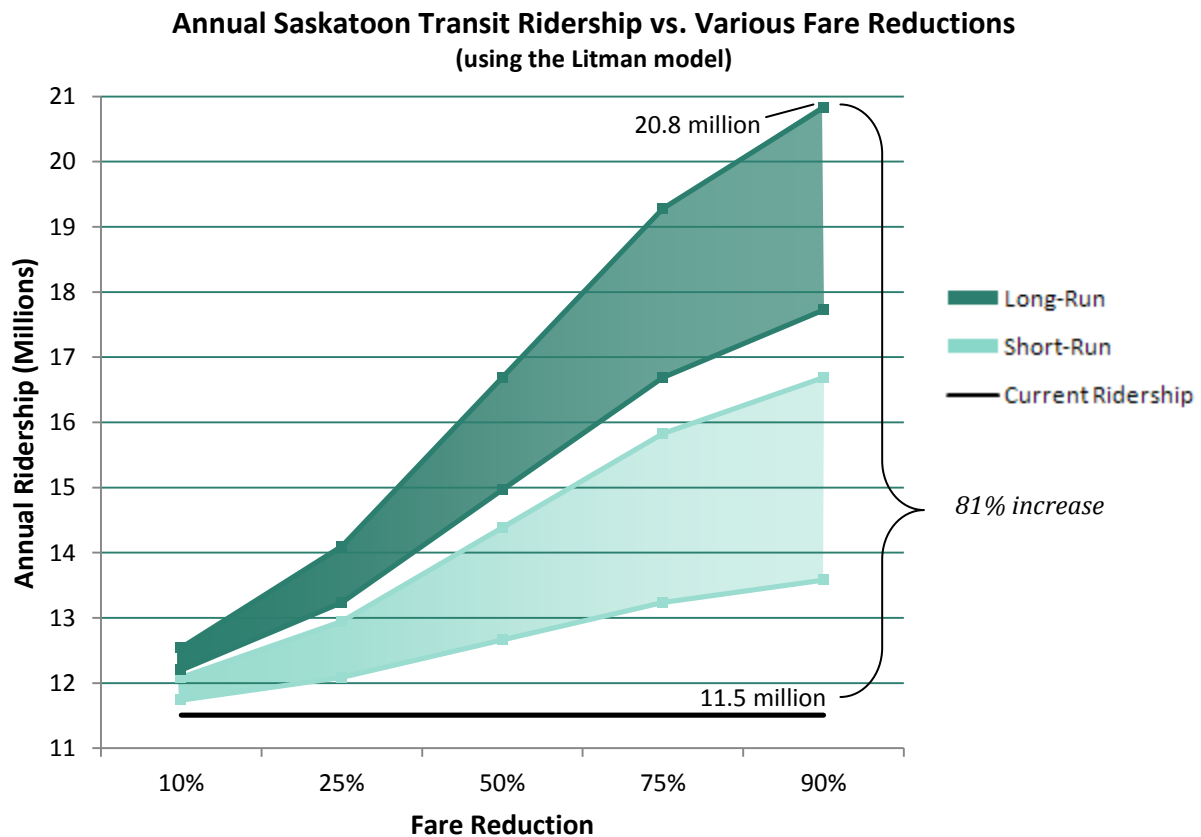


Figure 2-4: Annual ridership vs. fare reduction under the Litman model

2.2 ZERO-FARE

Economic analysis using fare elasticity of ridership is not accurate for discussing a fare-free approach to transit; nor would it be useful. It would simply be an extrapolation of the above data and would not tell us the important considerations of such a policy: namely that an absence of price is different from any price value, even the smallest fraction of a dollar, when dealing with consumer behaviour. Fortunately, we can look back at history and investigate the past research that has been conducted on the subject, as well as the consequences of other transit systems that have experimented with zero-fare.

a. BRUINGO AT UCLA

In a 2003 paper published in *Transportation Research Record*, researchers at the University of California at Los Angeles (UCLA) analyzed the effects of fare-free transit on that school's "BruinGo" transit program (Boyd, Chow, Johnson, & Smith, 2003), which is still in effect today. BruinGo allows students and faculty of UCLA to ride for free by swiping their regular identification card upon boarding the bus. It is not a program paid in advance as a part of regular student fees or by payment deduction like many current post-secondary programs such as Saskatoon's UPass; it is a tap-like system whereby the university is billed – at a discounted rate – for each swipe of a UCLA ID card. Students and faculty who use the system do not personally pay a cent.

Boyd et. al. documented the resulting effects on ridership following BruinGo's implementation and found, among other things, that "providing fare-free transit ... did, in fact, increase transit ridership and decrease ... reliance on the automobile" (Boyd et. al., 2003, p. 101). The year that BruinGo was implemented, ridership increased by over 50%, and more than 1,000 fewer daily automobile trips to campus were made (Boyd et. al., 2003). Survey respondents also claimed to have "used public transit more often for all facets of their lives including work and personal trips" (Boyd et. al., 2003, p. 108).

The fare-free BruinGo program at UCLA has proven successful for increasing ridership. However, certain discrepancies must be acknowledged that might suggest that this may not be a "true" zero-fare system, particularly that the BruinGo program only applies to UCLA students and faculty, and that the transit system on which BruinGo operates is not providing services for free, as UCLA pays for each trip. The fact remains that this system did get more UCLA members (particularly students) riding transit, but there is no telling whether or not it is because of its fare-free nature, or because of its school-based partnership providing members of the university an incentive to ride. This program might in fact be more closely related to a post-secondary discount pass program (such as the UPass program in Saskatoon) than a strictly zero-fare program, and thus speaks to the success of those programs.

b. DUKE UNIVERSITY–DOWNTOWN ROUTE IN DURHAM, NORTH CAROLINA

The transit agency serving the city of Durham, North Carolina, USA (Durham Area Transit Authority, or DATA) provides a fare-free route between that city's Duke University and the downtown core. (This fact, along with the others providing the basis for the discussion below, was learned through a telephone interview conducted with a manager at said agency in June 2011.)

The fare-free line that DATA provides between Duke University and downtown Durham sees very high ridership – up to 2,000 rides per day (Interview, DATA, 2011). Along the way are many popular activity centres such as movie theatres, performing arts centres, and the like. Duke University recently built offices in downtown Durham, so many members of the university community use the service to travel back and forth between these offices and the main campus. It is, however, open to the general public and is not restricted only to university members, unlike the BruinGo program at UCLA discussed above. It is subsidized by the university and by the City of Durham through a major partnership, and is also supported by an exclusive advertising contract with the businesses of downtown Durham.

This limited zero-fare service has proven to be successful in itself for the city of Durham, with up to 2,000 people on average using it daily. However, despite this not-unsubstantial boost in overall ridership numbers, it remains to be seen whether the zero-fare service actually attracts people to using the standard Durham transit system as well.

c. **VOBORA, 2008 (LANE TRANSIT DISTRICT)**

In 2008, Andy Vobora, Director of Service Planning, Accessibility, and Marketing at Lane Transit District (Lane County, Oregon, USA) composed a report investigating the feasibility of a zero-fare program on that transit system. He explored the costs associated with the implementation of such a program, as well as the impacts it would have on existing services at Lane Transit District. The report is, of course, specific to the transit system of Lane County, and involves cost predictions specific to their budget. Vobora finds that the cost of implementation would likely range between \$4.5 million and \$5 million annually (Vobora, 2008, p. 2).

Meanwhile, Vobora predicts that existing services would be negatively impacted, mainly due to the above revenue losses. He claims that bus service hours would have to be reduced by 20 percent, and that a “20 percent reduction of service hours would require a restructuring of how service is delivered, and it is likely that neighborhood coverage would be significantly reduced” (Vobora, 2008, p. 3). This quickly leads to the conclusion that: “considering that current operations would be severely impacted, LTD staff do not recommend the implementation of a fare-free system” (Vobora, 2008, p. 4). However, Vobora points out that “should subsidies become available ... the implementation of a fare-free system should be re-examined” (2008, p. 4).

d. **PERONE, 2002**

Center for Urban Transportation Research graduate research assistant Jennifer Perone explored the *advantages and disadvantages of fare-free transit policy* in a report of the same name for the National Center for Transportation Research in Tampa, Florida in 2002. She studied a multitude of transit systems of varying sizes around the United States with the intent of collecting information and first-hand knowledge of various zero-fare programs. One of her most significant findings is quoted on the next page.

A fare-free policy will increase ridership; however, the type of ridership demographic generated is another issue. In the fare-free demonstrations in larger systems reviewed in this paper, most of the new riders generated were not the choice riders they were seeking to lure out of automobiles in order to decrease traffic congestion and air pollution. The larger transit systems that offered free fares suffered dramatic rates of vandalism, graffiti, and rowdiness due to younger passengers who could ride the system for free, causing numerous negative consequences. Vehicle maintenance and security costs escalated due to the need for repairs associated with abuse from passengers. The greater presence of vagrants on board buses also discouraged choice riders and caused increased complaints from long-time passengers. Furthermore, due to inadequate planning and scheduling for the additional ridership, the transit systems became overcrowded and uncomfortable for riders. Additional buses needed to be placed in service to carry the heavier loads that occurred on a number of routes, adding to the agencies' operating costs. However, the crowded and rowdy conditions on too many of the buses discouraged many long-time riders from using the system as frequently as they did prior to the implementation of free-fares.

(Perone, 2002, p. 4-5)

Through her research, Perone found that, while zero-fare programs do increase ridership by their very nature, as is expected, they also tend to increase levels of rowdiness, vandalism, vagrancy, and overcrowding. These things (which also increase maintenance costs) tend to discourage current and potential users who are discretionary, or otherwise respectable and civil. Judging by Perone's findings, there are no benefits to a fare-free program other than an increased ridership, which evidently is not always guaranteed to be a good thing. On increasing "choice" ridership, Perone comments:

Additionally, the results of this research demonstrate that a more effective way to increase choice ridership in larger systems would be to offer incentives such as reduced fares to students and the elderly, all-day passes, or pre-paid employer-provided passes to workers in areas served by transit. All well-informed transit professionals that were contacted for their opinions spoke strongly against the concept of free fares for large systems, suggesting some minimal fare needs to be in place to discourage vagrancy, rowdiness, and a degradation of service. It is also concluded that people are more concerned about issues such as safety, travel time, frequency and reliability of service, availability and ease of schedule and route information, infrastructure at stops, and driver courtesy, than they are about the cost of fares. When fares are eliminated, substantial revenues that help pay for such service characteristics are lost.

(Perone, 2002, p. 5)

e. CERVERO, 1990

In a 1990 journal article published in *Transportation*, Robert Cervero performed a review and synthesis of various transit pricing research up to that time. His research spanned a wide range of transit issues, but included an investigation of zero-fare policy. His conclusions are similar to Perone's discussed above. He concluded that "free fare programs have proven quite costly for each new transit user attracted and have rarely lured motorists to transit" (Cervero, 1990, p. 117). After reviewing the research to date, Cervero comments:

Research showed that besides eliminating revenues, free fares resulted in poor schedule adherence (because of less predictable on-off patterns and the emergence of high load points), increased driver-user confrontations, more incidences of rowdiness, and little noticeable effect on regional traffic conditions. ... While free systemwide fares might be used on a short-term, selective basis as a promotional tool, researchers concluded that they were a poor way of capturing mass transit's purported social benefits.

(Cervero, 1990, p. 130-131)

However, Cervero found that among the zero-fare transit systems in his analysis, the ones that are "limited to downtown cores have generally fared better", with "patronage [increasing] by over 300 percent [in one case] following the elimination of ... fare for trips made within downtown" (Cervero, 1990, p. 131).

f. SUMMARY

A system-wide fare elimination does not appear to be a wise endeavour for transit agencies (save perhaps for the very small and homogenous) to implement, as per Cervero and Perone (who commented on the reduced quality and lowered ability to attract commuters and motorists that occurs as a result) and Vobora (who commented on the increased cost and loss of revenue, which in turn results in reduced service quality). ***For Saskatoon Transit, a zero-fare system is not recommended, especially if the desire is to increase the ridership of commuting adults and attract motorists out of their cars.*** As will be discussed in section 3, there are many other factors that come into play that can have a significant impact on the average person's transportation decisions.

However, it must be acknowledged that a zero-fare program could potentially be successful in a limited or isolated manner, such as within the downtown only (see Cervero, 1990), or a single line between two major nodes (Durham's Duke University-downtown line). While a global zero-fare system ought to be dismissed outright based on the conclusions discussed above, the potential for a limited and plainly distinct zero-fare system within certain geographic bounds, separate from standard transit operations, could be considered.

3 OTHER SIGNIFICANT IMPACTS ON RIDERSHIP

It seems like a safe assumption that a change in transit fare will have an effect on ridership, and even that a fare reduction will necessarily increase ridership. The economic analysis used in the previous section would support this. However, there are other factors at play in the real world that can have an equally significant impact on ridership. Furthermore, transit fare may not possess the level of influence over ridership one might assume, especially when compared to other factors, some of which are potentially much more influential.

3.1 TRANSIT QUANTITY (SERVICE COVERAGE & FREQUENCY)

Taylor & Fink (2003) define the quantity of transit service to refer to things such as service coverage and service frequency. The authors, following their research to investigate various factors influencing ridership, found these quantity factors of transit “to be even more significant than the fare and pricing variables” (2003, p. 12). In a later article investigating the impacts of external vs. internal factors on transit ridership, the same authors found again that service frequency (an internal, quantitative factor) was a major determinant of ridership (Taylor, Miller, Iseki, & Fink, 2008).

Thompson & Brown (2006) independently found that “service coverage and frequency are the most powerful explanatory variables for variation in ridership change” (p. 172). Their study focused on explaining variations in American ridership in the 1990s. One of their main hypotheses was that “[cities] whose transit agencies had better service coverage (a lower ratio of population to route miles) would enjoy patronage gains”, and their models proved this to be true (2006, p. 179). Meanwhile, they also hypothesized that “[cities] whose transit agencies delivered more frequent service on their routes would enjoy patronage gains”, and this was also proven to be true (2006, p. 178).

3.2 TRANSIT QUALITY (AVAILABILITY/CONVENIENCE & TRAVEL TIME)

Taylor & Fink (2003) also found that “the **quality** of service ... is more important in attracting riders than changes in fares **or** the quantity of service” (p. 12; emphasis added). “In other words, riders are more attracted by service improvements than fare decreases” (Taylor & Fink, 2003, p. 12).

Swimmer & Klein (2010) define *service availability* as a measure of the convenience of public transit. Through econometric analysis, they came to the very significant conclusion that “availability trumps price as a policy variable” in encouraging transit ridership (2010, p. 45). In fact, they discovered that the “availability coefficient” they developed, when applied to ridership, is approximately 1: “an increase, say, of 10% in availability would be expected to increase ridership by 10%” (2010, p. 45). This “availability coefficient” can be roughly thought of in the same way as the elasticity values employed in this report in section 2, but instead of being “fare elasticity of ridership,” it is “availability elasticity of ridership” – and it is a positive value, indicating that growth in availability causes growth in ridership.

Referring back to the multi-faceted transit pricing research of Robert Cervero (1990) as in subsection 2.2.e above, another one of his major findings was that “people respond more to service improvements than they do to fare discounts” (p. 135). Additionally, Cervero finds that “riders are approximately twice as sensitive to changes in travel time as they are to changes in fares” (1990, p. 117). He purports that agencies should focus less on fare changes and more on offering “premium” quality service, for which some customers “are willing to pay a premium fare” (1990, p. 135).

As quoted in subsection 2.2.d (page 14 above), Perone (2002) supports both transit quality as well as transit quantity as significant determinants of ridership with the conclusion that “people are more concerned about issues such as safety, travel time, frequency and reliability of service, availability and ease of schedule and route information, infrastructure at stops, and driver courtesy, than they are about the cost of fares” (p. 5).

3.3 PRIVATE AUTOMOBILES

Several independent researchers have come to the conclusion – in support of general intuition – that the competitive edge of the automobile, or the costs associated with it, is a major determinant of transit ridership (Cervero, 1990; Taylor & Fink, 2003; Litman, 2011).

Cervero (1990) investigated the relationship between automobile pricing and costs vs. transit pricing and found that “higher automobile prices would have a significantly greater effect on ridership than lower fares” (p. 117). Additionally, automobile travel is so underpriced relative to its costs (both internal and external), that “transit fares have been ineffective, almost trivial, tools for inducing modal shifts in travel” (Cervero, 1990, p. 136).

Taylor & Fink (2003) found that “the utility of private vehicles and the wide array of public policies in the US which support their use explain more of the variation in public transit patronage than any other family of factors” (p. 13). Some of the public policies that support automobile use and by association discourage transit use, according to Taylor & Fink, are: “extensive arterial and freeway systems, relatively low motor fuel taxes, [and policies] which require parking to be provided to satisfy all demand at a price of zero” (2003, p. 13). The authors also acknowledge that the private automobile has a level of convenience and utility that public transit cannot easily match, particularly “spatial and temporal flexibility” (p. 13); and for these reasons combined, it is a major determinant of ridership.

Litman (2011) also acknowledges the convenience of the automobile as being a major disincentive for transit use. He comments that motorists (who are discretionary transit riders) “may be more responsive to service quality (speed, frequency, and comfort), and higher automobile operating costs through road or parking pricing” than non-discretionary riders (2011, p. 17).

3.4 OTHER EXTERNALITIES

One may begin to wonder if there are other externalities aside from the private automobile that could have an impact on ridership. One hypothesis is that perhaps urban form can play a role; i.e. are those who live far outside of the core urban area, in distant suburbs, less likely to ride? Thompson et. al. (2006) would argue against this with their finding that transit use was in fact growing in expanding and sprawling urban areas in 1990s America.

What of weather or seasonal impacts? Guo et. al. (2007) investigated the impacts that weather and climate can have on transit ridership in Chicago, Illinois and found that “in general, good weather tends to increase ridership, while bad weather tends to reduce it. However, it is still possible that extremely bad weather ... may increase ridership because some drivers are likely to switch to transit in these situations” (p. 9).

4 CONCLUSIONS

This report has explored the effects of a reduced- or zero-fare policy on transit ridership in general and on the ridership in Saskatoon. The long-time (and arguably outdated) industry standard for predicting ridership change following fare change (known as the Simpson-Curtin rule) was employed first, followed by more recent and up-to-date methods. Next, the effects and consequences of a complete fare removal were explored, largely based on research and precedent. And finally, it was found that transit fare is not the biggest deciding factor of ridership, especially in terms of attracting discretionary riders.

4.1 FARE REDUCTION

The economic analysis employed in subsection 2.1 has discovered a wide range of possible ridership increases in Saskatoon under various models. For a fare reduction between 10% and 90%, each model predicts the following growths in ridership:

- The **Simpson-Curtin model** predicts a ridership growth of between 8.333% and 30%.
- The **Pham-Linsalata model**, for the universal average elasticity of -0.4, predicts a growth in ridership of between 4% and 36%. For the off-peak elasticity in cities under one million population (-0.45), the Pham-Linsalata model predicts a growth of between 4.5% and 40.5%.
- The **Litman model**, in the short run (1-2 years or less), predicts a ridership growth of between 2%–5% (average of 3.5%) and 18%–45% (average of 31.5%). In the long run (5-10 years or more), the Litman model predicts a growth of between 6%–9% (average of 7.5%) and 54%–81% (average of 67.5%).

For full details of these predictions, see subsection 2.1 above, including Figure 2-2 (page 7), Table 2-1 (page 8), Figure 2-3 (page 9) and Figure 2-4 (page 11). See Appendix 4 for a set of equations that can be used for customized future analysis of ridership change following any percentage fare change, not just the five examples used in this report (10%, 25%, 50%, 75%, and 90%).

4.2 FARE REMOVAL

Research and case studies that have been conducted to date do not recommend a complete system-wide fare removal simply in the interest of ridership (Cervero, 1990; Perone, 2002; Vobora, 2008). A zero-fare transit system does see a significantly increased ridership, but it is often not “choice” ridership, as defined by Perone (2002). Levels of vandalism, rowdiness, vagrancy, and abuse tends to increase sharply following a universal fare removal. Additionally, these increases in negative characteristics also tend to discourage potential and current riders who are otherwise civil and respectable. It comes as no surprise that there are currently no zero-fare transit systems in the United States (Perone, 2002).

However, the occasional success of limited-area transit systems with zero fare must be acknowledged. These limited-area systems are often restricted to just the downtown core (Cervero, 1990), or to a single line running between two popular nodes (Interview, Durham Area Transit Authority, 2011). They are noticeably separate from standard transit operations, have typically had high patronage, and can be subsidized through initiatives like advertising contracts (such as in Durham).

4.3 OTHER CONSIDERATIONS

There are many factors besides fare that can have a significant impact on ridership. In most cases, in fact, these factors are *more* influential than fare for determining ridership. Some of these factors outlined by past research and observation include service frequency, service coverage, service improvements, availability/convenience, travel time, and general good-quality transit service. The utility and overall cost of automobiles also has a significant impact on ridership, whereby if auto use is subsidized or treated preferentially, it can negatively impact ridership, and if it is priced higher or treated disadvantageously, it can positively impact ridership. There has also been some research that suggests that unpleasant weather can decrease ridership while good weather can increase it.

4.4 FUTURE RESEARCH & RECOMMENDATIONS

This report has focused primarily on the ridership effects of fare reduction, without going too much into the other factors that were discussed as being equally if not more significant for affecting ridership. Future applied research (meaning not strictly academic research) conducted on various things affecting transit ridership levels ought to consider *all* factors with this potential, especially if the research is to lead to actual transit policy consideration.

Fare certainly has an impact on ridership, but it is misguided to consider fare as the *only* thing influencing ridership. It is also not unreasonable to claim that fare is actually rather *insignificant* in this respect when compared to other factors such as general service quality, convenience, and frequency, things which some research has suggested are much more potent – especially for attracting new riders from out of their cars.

A few general recommendations for Saskatoon Transit can be formulated from the research in this report. Briefly, they are as follows:

- Dismiss considerations of a system-wide zero-fare program. Research has plainly shown that they are unsuccessful and detrimental to the overall quality of a transit system.
 - However, do not outright dismiss the eventual possibility of a *limited* zero-fare program, such as within the downtown core, or between the University and the downtown.
- Consider fare reductions seriously and carefully in the interest of an increased ridership.
- Do not rely on fare increases in the interest of long-term revenue gains.
- Keep in mind that general quality of service, convenience, and availability all trump any consideration of fare – especially for the ridership of discretionary riders and commuters.
 - i.e. A better value for money is much more important than the money itself.

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6 APPENDICES

APPENDIX 1: INTRODUCTION TO ECONOMIC ELASTICITY

Fundamental to an analysis of the effects of transit fare change is an economic principle known as *elasticity*. Most broadly, elasticity is a ratio that denotes the reacted change in one economic variable to a change in another, with everything else held constant (O'Sullivan, 2009). In other words, and in the context of this report, it is the percent change in demand resulting from a one percent change in price, all else held constant (Litman, 2011). An elasticity of 1 implies that any change in price will result in a directly proportional change in demand, in terms of percentage; while an elasticity of -1 implies that any change in price will result in an *inversely* proportional change in demand. Price elasticities for almost all goods and services (including transit) are negative, meaning that generally an increase in price will decrease overall demand, and vice versa. Very few goods have positive elasticity values.

In economics, a good or service can be referred to as “elastic” or “inelastic.” Elastic goods have an elasticity with an absolute value greater than 1, while inelastic goods have an elasticity with an absolute value lower than 1. Elastic goods – those whose demand levels respond *more* dramatically to a change in price than the price change – tend to be those goods that are readily available, easily supplied, and easily substituted for similar goods, such as food staples and agricultural commodities. There are generally a large number of producers and suppliers dealing with these goods, and monopolistic market dominance is nearly impossible. Inelastic goods, on the other hand, tend to be those goods that are more rare or harder to come by, or have few suppliers. The two extreme ends of the spectrum are *perfectly elastic* and *perfectly inelastic* – absolute elasticity values of *infinity* and *zero*, respectively. The former implies that any change in price whatsoever will cause complete loss of demand, and the latter implies that demand will remain constant regardless of any change in price. Few goods are ever perfectly elastic or inelastic, but many get very close.

Public transportation has been evidenced to be an *inelastic* good (Curtin, 1968; Cervero, 1990; Pham & Linsalata, 1991; Kohn, 2000; Litman, 2011). The elasticity values of ridership with respect to fare (“fare elasticity of ridership”) for various public transit agencies in various regions at various times have tended to exist between 0 and -1, meaning that ridership generally decreases with increased fare (as is expected), but proportionally not as much as the fare increase. To provide a hypothetical example, a transit agency with a fare elasticity of ridership of -0.5 will see a decrease of 5% in ridership following a 10% fare increase.

Like many models in microeconomics, this is a very generalized analysis, with all other factors held constant, and usually only considers the short-term. Rarely does the real world accurately follow the models engineered and executed within the vacuum-sealed laboratory of economic theory, even if correct elasticity values are known (which is another story in itself). This type of analysis does, however, help to better illustrate the most basic effects of transit economics.

APPENDIX 2: PREVIOUS RESEARCH – ELASTICITY

Previous research on the subject has found public transit to be an *inelastic* good (Curtin, 1968; Cervero, 1990; Pham & Linsalata, 1991; Kohn, 2000; Litman, 2011), which, as explained in Appendix 1, means that demand (ridership) changes by some fraction of a percent and in the opposite direction for every one-percent change in price (fare). Transit agencies tend to have fare elasticity of ridership values between 0 and -1.

a. THE SIMPSON-CURTIN RULE

For decades, the prevailing opinion on fare elasticity of (bus) ridership has been that elasticity, as a rule of thumb, is -0.333... (i.e. a one-percent increase in fare will reduce ridership by a third of a percent); this is referred to as the Simpson-Curtin rule (Curtin, 1968; Cervero, 1990; Pham & Linsalata, 1991; Litman, 2011). While it is generally not used for rail transit as rail elasticity is typically less responsive, especially in larger centres (Litman, 2011), it has been the industry standard for predicting bus ridership change; it is still used today in some modern economic textbooks (O'Sullivan, 2009, p. 286). It has proven to be useful in rough approximations over the decades, and is still used by some transit planners today when predicting ridership change (Personal communication, London Transit Commission, 2011). If this were not the case, it would have been forgotten long ago. As such, its place in transit analysis will not be overlooked in this report, but it has come under rather critical review as of late; and there are many more options, arguably more accurate, for predicting effects on ridership. See Appendix 3 for an index of predicted changes vs. actual changes to historical Saskatoon ridership.

b. EVOLUTION OF THEORY

In 1991, a full two decades following the publishing of the Simpson-Curtin rule, Pham & Linsalata attempted a general approximation of ridership loss following a fare increase to dispute the outdated and inaccurate Simpson-Curtin rule in a paper published by the *American Public Transportation Association*. They concluded that not only does the impact of a fare change vary between cities and between peak and off-peak times, but the average elasticity is higher than previously believed (Pham & Linsalata, 1991). The authors found an average elasticity value, across all city sizes and service hours, of -0.4, 20% higher (in absolute value) than the Simpson-Curtin rule. They also analyzed variances in elasticities and found that, on average, smaller cities tended to be more responsive to fare changes, as did users at off-peak hours. See Appendix 3 for predicted and actual changes to Saskatoon ridership.

However, the work of Pham & Linsalata is also now becoming dated. In a 2004 *Journal of Public Transportation* paper that was updated with new data and re-published in 2011 for the *Victoria Transport Policy Institute*, Todd Litman performed a review and critique of a wide range of transit elasticity research conducted up to that time (Litman, 2011). He commented that “the Simpson-Curtin rule ... can be useful for rough analysis but it is too simplistic and outdated for detailed planning and modeling” (Litman, 2011, p. 6). He then goes on to say that Pham and Linsalata’s findings were based on data from the late 1980s – “when a larger portion of the population was transit-dependent” (p. 6) –

and that they are based on short-run impacts; because of this, he claims that “[their elasticity] values probably understate the long-run impacts of current price changes” (p. 6).

After extensive research review, Litman concludes that no elasticity value can act as an accurate predictor for all transit agencies in all situations. He acknowledges that there are many factors that can impact responsiveness to fare change, and it is too complex to simplify with a single value. One of his primary concerns is the inaccuracy of using single-point values for elasticities, which are less preferable than ranges. Another of his concerns is that there is a significant difference between short-run and long-run impacts. Based on the evidence he presented, he concluded that elasticities in the short-run (one year or less) can range from -0.2 to -0.5, and in the long run (5-10 years or more), can increase to between -0.6 and -0.9 (Litman, 2011, p. 17). Furthermore, Litman posits that long-run fare elasticities of ridership approach -1 (“unit elasticity,” or the critical point at which marginal revenue from an increased price drops to zero), and because of this, it is not generally wise to simply increase fare in hopes of long-term revenue gains (2011, p. 18). See Figures 6-1 and 6-2 below, both in reference to a hypothetical transit agency over the same period of time, for graphical representations of these conclusions. A graph similar to Figure 6-1 can be found as “Figure 2: Dynamic Elasticity” in (Litman, 2011, p. 5).

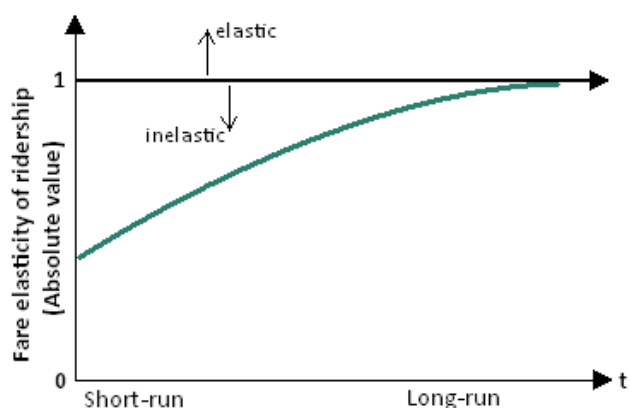


Figure 6-1: Fare elasticity of ridership approaching -1 in the long run

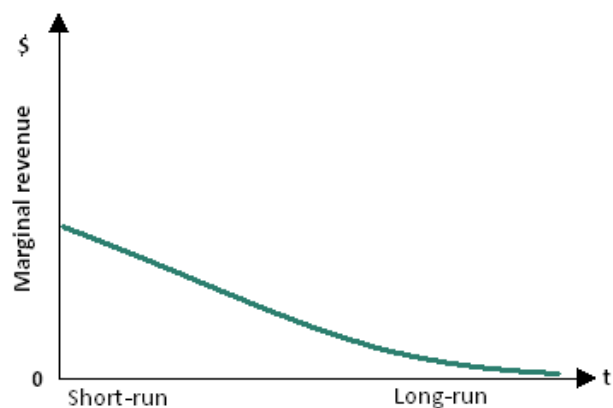


Figure 6-2: Marginal revenue approaching 0 simultaneously

Figures 6-1 and 6-2 based on conclusions in (Litman, 2011)

See similar: “Figure 2: Dynamic Elasticity”, Litman 2011, p. 5.

Figures 6-1 and 6-2 above are exaggerated and generalized to illustrate Litman’s conclusions, and their measures are not to scale. The important lesson to take away from them is that the fare elasticity for a transit agency approaches unit elasticity in the long-run; and as it does, marginal revenue from fares approaches zero (Litman, 2011).

Litman’s work will be taken as the most accurate and up-to-date information in the field thus far. This information will be used to speculate on the effects on ridership from a fare reduction more so than a fare removal, as it is more realistically applicable to the former; case studies and historical data are best for analysis of the latter. The reasons for this are discussed in subsection 2.2.

APPENDIX 3: PREDICTED VS. ACTUAL RIDERSHIP CHANGES IN SASKATOON

The table below indexes historical fare and ridership data for Saskatoon Transit, and uses the models of Simpson-Curtin and Pham-Linsalata to predict hypothetical ridership changes for each fare change. The actual ridership change is provided for each year as a comparison. The inaccuracy between the predicted and actual changes is largely a reflection of other externalities influencing ridership.

Year	Fare	Ridership	Fare Change	Predicted Ridership Change		Actual R'ship Change
				Simpson-Curtin	Pham-Linsalata	
2004	\$2.00	8,882,406				
2005	\$2.10	8,700,000	5.00%	-1.67%	-2.00%	-2.05%
2006	\$2.25	9,046,858	7.14%	-2.38%	-2.86%	3.99%
2007	\$2.25	10,598,353	0.00%	0.00%	0.00%	17.15%
2008	\$2.50	11,141,672	11.11%	-3.70%	-4.44%	5.13%
2009	\$2.50	11,579,606	0.00%	0.00%	0.00%	3.93%
2010	\$2.75	11,509,368	10.00%	-3.33%	-4.00%	-0.61%

Table 6-1: Predicted ridership changes vs. actual changes for historical Saskatoon Transit data

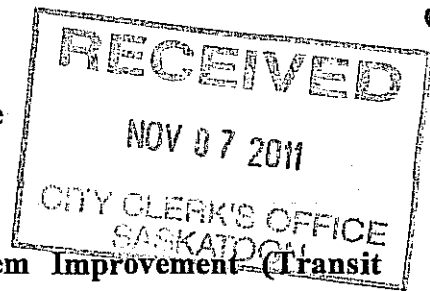
Data source: Saskatoon Transit

APPENDIX 4: USING THE MODELS FOR FUTURE ANALYSIS

Customized predictions with various fare changes can be made using the following equations, where R is current ridership, R' is new ridership, $\% \Delta F$ is percent change in fare (in standard percent form, not decimal form), and $\% \Delta R$ is percent change in ridership (again in standard form).

Simpson-Curtin:	$\% \Delta R = -\frac{1}{3} * \% \Delta F$	$R' = \left(\frac{\% \Delta R}{100} * R \right) + R$
Pham-Linsalata (universal average):	$\% \Delta R = -0.4 * \% \Delta F$	$R' = \left(\frac{\% \Delta R}{100} * R \right) + R$
Pham-Linsalata (smaller city average):	$\% \Delta R = -0.43 * \% \Delta F$	$R' = \left(\frac{\% \Delta R}{100} * R \right) + R$
Pham-Linsalata (smaller city peak-hour):	$\% \Delta R = -0.27 * \% \Delta F$	$R' = \left(\frac{\% \Delta R}{100} * R \right) + R$
Pham-Linsalata (smaller city off-peak):	$\% \Delta R = -0.45 * \% \Delta F$	$R' = \left(\frac{\% \Delta R}{100} * R \right) + R$
Litman (short-run lower bound):	$\% \Delta R = -0.2 * \% \Delta F$	$R' = \left(\frac{\% \Delta R}{100} * R \right) + R$
Litman (short-run average):	$\% \Delta R = -0.35 * \% \Delta F$	$R' = \left(\frac{\% \Delta R}{100} * R \right) + R$
Litman (short-run upper bound):	$\% \Delta R = -0.5 * \% \Delta F$	$R' = \left(\frac{\% \Delta R}{100} * R \right) + R$
Litman (long-run lower bound):	$\% \Delta R = -0.6 * \% \Delta F$	$R' = \left(\frac{\% \Delta R}{100} * R \right) + R$
Litman (long-run average):	$\% \Delta R = -0.75 * \% \Delta F$	$R' = \left(\frac{\% \Delta R}{100} * R \right) + R$
Litman (long-run upper bound):	$\% \Delta R = -0.9 * \% \Delta F$	$R' = \left(\frac{\% \Delta R}{100} * R \right) + R$

7300-1 3.



TO: Secretary, Administration and Finance Committee
FROM: General Manager, Utility Services Department
DATE: October 24, 2011
SUBJECT: Transit Research Studies
Best Practices – Transit Ridership and System Improvement (Transit Administration)
FILE NO: WT 7300-1

RECOMMENDATION: that the information be received.

BACKGROUND

In the summer of 2011, Saskatoon Transit and the Saskatoon Environmental Advisory Committee (SEAC) each contributed funding which was used to hire a summer student. Transit's funding was used to sponsor the Student's work on identifying best practices in the transit industry. The research was to be aimed at cities with populations from 100,000 to 400,000 with the highest ridership per capita in that class.

REPORT

The report ranks Saskatoon Transit as having the seventh highest ridership per capita compared to twenty three other cities across Canada in the population range 100,000 to 400,000. Saskatoon Transit's ridership per capita is 51.3 which is 24.6% higher than the Canadian national average of 38.7 of cities in our population range. These ridership numbers are based on the fare media sold, including estimates based on the number of rides taken per monthly pass sold. In the future, fare box data will be used to report on total ridership in Saskatoon.

The student's report focuses on six Canadian cities and four cities in the United States with high ridership per capita statistics. The cities are Longueuil, QC; Gatineau, QC; Victoria, BC; Halifax, NS; London, ON; Sherbrooke, QC; Champaign-Urbana, IL; Durham, NC; Gainesville, FL; and Eugene, OR.

The report concludes with a summary of nine recommendations separated into categories of primary recommendations, secondary recommendations and tertiary recommendations:

Primary Recommendations:

- a) Create and Strengthen Aggressive Partnerships
 - Intensify the current EcoPass program under an "aggressive" model with a wider range of employers, especially schools.
 - Create mandatory student discount partnerships with school boards that apply to all elementary/secondary schools equally.
- b) Go Digital and Tech-Savvy
 - Redesign *transit.saskatoon.ca* website as "web 2.0" service-oriented site. Visually separate from the City of Saskatoon, with primary objectives of

Tertiary Recommendations:

- a) Go Technologically Advanced
 - Consider the implementation of a system-wide computerized GPS dispatch system (e.g. GPS locators in all buses, deliver live-updated information over SMS text messaging and physical outdoor computer screens or news tickers at transit terminals).

- b) Consider Signal Priority, Bus Lanes and Park-and-Ride
 - Consider the implementation of infrastructure such as transit signal priority (particularly along 25th St/College Drive or other major corridors) as well as reserved bus lanes, queue-jumping lanes, HOV lanes, etc. and park-and-ride systems for outlying communities such as Warman and Martensville. (Note: These are heavy infrastructural considerations; they are not intended to be considered before any other recommendation above, and would require a substantial amount of additional research and investigation in consort with the City of Saskatoon and other communities.)

The Administration will consider the research and findings of the report in its future initiatives to improve services. Current City initiatives include:

- **Google Transit:** Google's trip planning feature enhances the existing means of providing information to Saskatoon Transit riders. It uses the same scheduling data used by the Saskatoon Transit Trip Planner, Click & Go, but operates independently and presents itself in the traditional Google format that is familiar to so many people – it is easy to use and a great advantage for visitors to our city. Google Transit will be live at the time of this report.

- **Transit Intelligent Transportation System (ITS):** This project will facilitate the development of a variety of technical services to benefit transit riders, such as: Real-time vehicle tracking, automated stop announcements, info mobile, and traffic signal priority (TSP). The equipment and software will be installed initially on DART buses and will be in testing before the end of 2011. The features of real-time mapping and info mobile will be completed by fall of 2012. Expansion of ITS technology to the entire fleet will be subject to future available funding.

- **Increase Transit Ridership Innovation Team:** Your Administration has initiated a city employee-based Innovation Team to bring forward innovative, creative and thought-provoking ideas to assist in identifying strategies that could be implemented in the short term which will increase ridership, and to identify items that irritate current riders or prevent potential riders from using Transit services. Team members include current bus riders, past bus riders, members who have never ridden the bus, as well as a bus operator.

- **Transportation Demand Management Task Group:** The Administration is working on a Transportation Demand Management study which evaluates all transportation nodes throughout the city of Saskatoon and determines if our existing infrastructure can meet current traffic demands and what alternatives may exist. One of the strategies that are being evaluated is the feasibility of implementing High Occupancy Vehicle (HOV) lanes for buses.
- **UPass for High School Students and Post-Secondary Educational Institutions:** Saskatoon Transit is examining the feasibility of a pilot UPass program for high school students. The Administration has met with representatives of the public and separate school boards to discuss the feasibility of a pilot program. Subject to further discussions, a pilot could be in place for the fall semester of 2012. Further reports will be brought through to Council and Committee to report on the feasibility work prior to initiation of any pilot program. An expanded UPass for high school students or other institutions represents a great opportunity to increase ridership, but does present resourcing challenges.

Saskatoon Transit and the University of Saskatchewan continue to administer a successful UPass Program for university students. Opportunities to partner with other post-secondary institutions are currently being pursued.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PUBLIC NOTICE

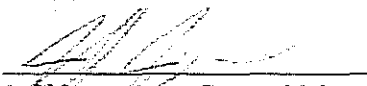
Public Notice, pursuant to Section 3 of Policy No.C01-021, Public Notice Policy, is not required.

ATTACHMENT

1. Transit Ridership and System Improvement – Executive Summary

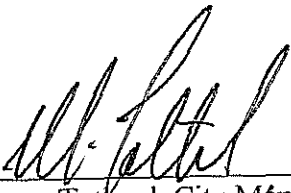
Written by: Russell Dixon, Special Projects Coordinator
Saskatoon Transit

Reviewed by: Mitch Riabko, Manager
Saskatoon Transit

Approved by: 
Jeff Jorgenson, General Manager
Utility Services Department

Dated: Nov 4, 2011

Approved by:


Murray Totland, City Manager
Dated: Nov. 7/11

informationreportSEACTransit

EXECUTIVE SUMMARY

This report is a documentation of research done in the summer of 2011 for the City of Saskatoon Transit Branch, commissioned by the Saskatoon Environmental Advisory Committee. Its intent is to investigate different methods in transit (bus) system improvement, based on past academic research and the historical and present practices of other transit systems in North America. The three primary channels of research, in order that they are presented, are: successful transit in smaller cities (population between 100,000 and 400,000), best practices for transit marketing, and best practices for building youth ridership. The findings of each channel – or *Part*, as they are referred to in this report – are detailed in their respective sections in the main report body, but are summarized here. Each “*section*” (numbered 1–3 below) of the Executive Summary corresponds to a “*Part*” (numbered I–III) in the main report body. References to other relevant Parts of this report (for further discussion or otherwise) will be included where necessary or effective. Any internal reference to a *section* within the Executive Summary itself will be *italicized*, but references to external Parts and sections in the main report body will not.

a. CURRENT STATE OF SASKATOON TRANSIT

This subsection will briefly review the current state of Saskatoon Transit and put the information in the context of the analysis methods used on other cities in this report. Annual ridership in 2010 for Saskatoon was approximately **11.5 million rides**, or **51.3 annual rides per capita** (with a 2010 civic estimated population of 224,300). This puts Saskatoon above average for *per capita ridership* compared to other Canadian municipal bus transit agencies with a service population between 100,000 and 400,000. There are 23 Canadian cities within this population window that have transit agencies registered with the Canadian Urban Transit Association (CUTA) as of 2009. Saskatoon is in seventh place out of 23 in terms of ridership per capita (using each city’s *transit service population*, which may or may not be identical to the total municipal population). See Figure 1 on the next page for a graph comparing the *annual ridership per capita* of these 23 Canadian cities.

The six Canadian cities that have a higher annual ridership per capita than Saskatoon are: Longueuil, Quebec; Gatineau, Quebec; Victoria, BC; Halifax, Nova Scotia; London, Ontario; and Sherbrooke, Quebec. The practices of these cities will be investigated in *section 1* (and Part I) below. There are also four American cities investigated, bringing the total to ten. These four American cities represent the top four American cities within the same population window that also have a higher annual ridership per capita than Saskatoon according to the American Public Transportation Association (APTA), and they are: Champaign-Urbana, Illinois; Durham, North Carolina; Gainesville, Florida; and Eugene, Oregon. See Table 1 on the next page for an index of all ten cities investigated in this report, their populations, their riderships as reported by APTA, and their annual riderships per capita.

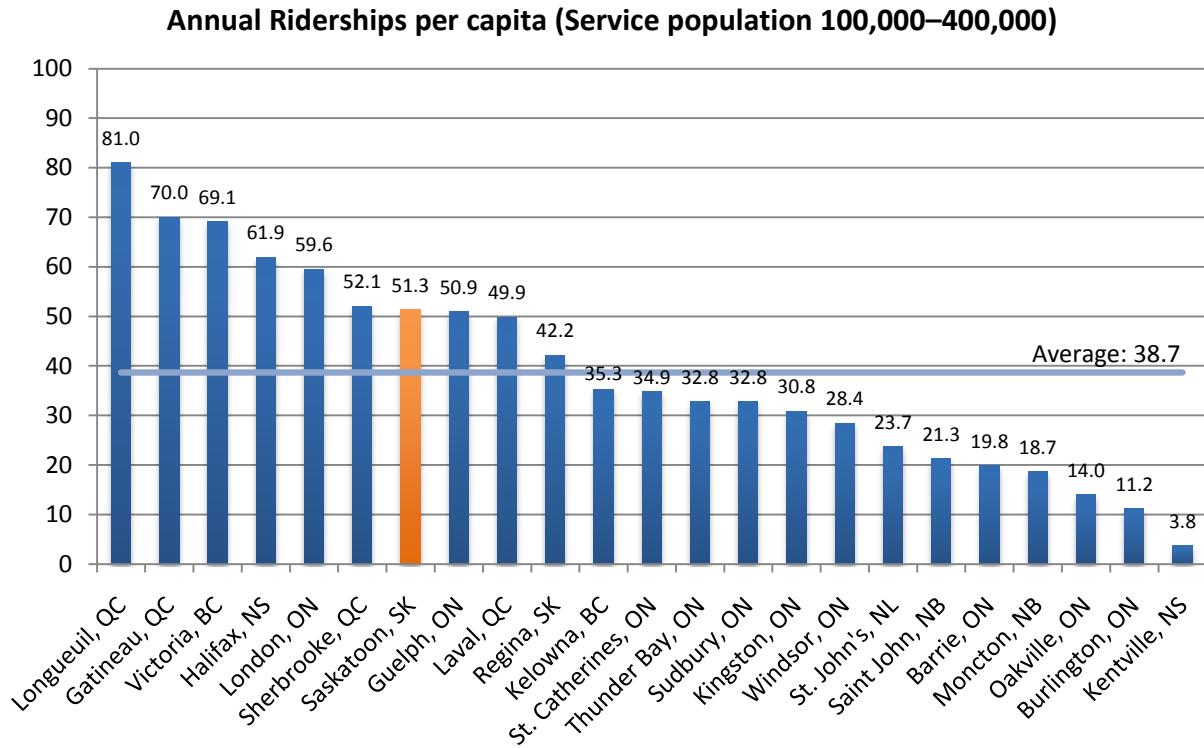


Figure 1: Annual ridership per capita of Canadian cities, population 100,000–400,000 (p. 3)

Data source: (Canadian Transit Fact Book - 2009 Operating Data)

City	Population	Annual Ridership	AR per capita
Champaign-Urbana, IL	123,938	10,111,860	81.58805
Longueuil, QC	396,740	32,136,831	81.00225
Gatineau, QC	262,391	18,379,477	70.04614
Victoria, BC	353,928	24,455,547	69.09752
Durham, NC	228,330	14,947,600	65.46490
Halifax, NS	312,400	19,346,370	61.92820
London, ON	356,100	21,211,000	59.56473
Gainesville, FL	159,508	9,415,672	59.02947
Eugene, OR	224,049	11,924,000	53.22050
Sherbrooke, QC	146,706	7,638,575	52.06723
Saskatoon, SK	224,300	11,509,368	51.31239

Table 1: Index of cities within population window (partial reproduction; p. 4)

Saskatoon Transit Fare Type Distribution
 Unlimited-use passes in blue (81% of total)

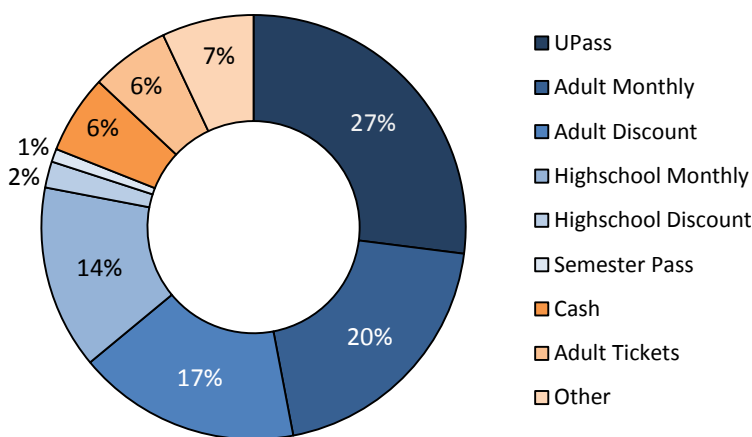


Figure 2: Saskatoon Transit fare type distribution; transit passes vs. other methods (p. 5)
 Data source: (Saskatoon Transit, 2010)

Figure 2 above displays the split of various fare types used in Saskatoon, as reported by Saskatoon Transit in their 2010 Annual Report. In this chart, **unlimited-use** transit passes are coloured in shades of blue, while **restrictive-use** methods are coloured in shades of orange. 81% of all Saskatoon riders prefer using **unlimited-use** passes, which allow them to use transit as many times as they want during the specified time-frame, usually per month or per semester. It also important to note that 37% of all riders are pass-holding adults, and that 27% of all riders are University of Saskatchewan students who can only use their passes eight months out of the year.

1 SUCCESSFUL TRANSIT IN SMALLER CITIES

a. INTRODUCTION

Part I of this report consists of a study into other successful transit systems in North America that serve a population similar to Saskatoon’s (between 100,000 and 400,000). Their success is judged based on *annual ridership per capita*, which is a measure of a transit agency’s annual ridership divided by their service population. It can also be thought of as an approximation of the number of times the average citizen of the corresponding city took transit that year. As mentioned above, Saskatoon has an annual ridership per capita of 51.3, and only cities with a value higher than Saskatoon will be researched. See Table 1 above for an index of the ten cities investigated in this report.

The investigation of these cities is intended to uncover explanations for their high ridership, what their philosophies regarding transit may be, and any recommendations that they may have. Nearly all of this information was gathered via telephone interviews with managers at these agencies conducted in June/July 2011. The findings of this research are outlined below. See Part I, subsection 1.1 (page 2) for further discussion of the methodology, and section 13 (page 19) for the full discussion of findings.

b. FINDINGS

The interview responses were coded into various categories based on popularity or frequency. In this way, they can be quantified and indexed to give a concise picture of the types of things that successful transit agencies attribute to their high ridership, as well as the philosophies and recommendations they maintain or provide. The major highlights follow below:

- **All 10** cities cited *partnerships* as reasons for their high ridership.
 - **8** out of 10 specifically cited discount-pass partnerships with post-secondary institutions;
 - **3** out of 10 cited elementary, middle, or high school discount pass partnerships;
 - **3** out of 10 cited employee discount pass partnerships (i.e. partnerships with large employers).
 - Other types of partnerships mentioned include: with the city; with community and business groups; and with other transit systems. These partnerships, which were far less significant (only 1 city responding under each type), are not discount-pass partnerships like the three categories above, but administrative partnerships.
- **6** out of 10 cities cited the *efficiency of their route design, system planning, or administration* as reasons for their high ridership.
- **4** out of 10 cities cited various *infrastructure* as reasons for their high ridership.
 - **4** cited reserved lanes or queue-jumping lanes for transit vehicles (2 associated with BRT)
 - **4** cited transit signal priority at intersections (same 2 associated with BRT)
 - **2** cited park-and-ride facilities (1 associated with BRT)

Other less-significant categories of explanations for high ridership include: universal “smart card” transit passes, bus rapid transit (BRT) systems, and embracing technological advancements (2 cities each). The full discussion of all categories can be found in Part I, subsection 13.1 (page 19). See Table 2 and Figure 3 on the following page for an index and a bar graph exhibiting these categories.

On the philosophies and recommendations side, the three most popular categories were: *convenient scheduling, ease of use, and customer appreciation*, with 4 cities in each. These categories are followed by *quality sells* (3), *community presence/integration* (2), *use of technology* (2), and *importance of relationships* (2). These categories, and more, are explained in Part I, subsection 13.2 (page 22). See Table 4 for an index of all categories of philosophies and recommendations.

Response Category	L, QC	G, QC	V, BC	H, NS	L, ON	S, QC	C-U, IL	D, NC	G, FL	E, OR	Total
Partnerships	•	•	•	•	•	•	•	•	•	•	10
Post-secondary		•	•	•	•	•	•		•	•	8
Schools						•		•		•	3
Employers			•			•			•		3
City		•									1
Community		•									1
Other transit systems	•										1
Design/planning/admin		•	•		•	•		•			6
Infrastructure	•	•		•						•	4
Reserved/queue-jump lanes	•	•		•						•	4
Signal priority	•	•		•						•	4
Park-and-ride		•		•							2
Smart cards	•	•									2
BRT				•						•	2
Technology		•					•				2
Business strength					•						1
Customer service							•				1
Socioeconomics								•			1
Zero-fare								•			1
Total	6	11	4	7	4	5	4	5	3	7	

Table 2: High ridership response types of all ten cities (p. 20)

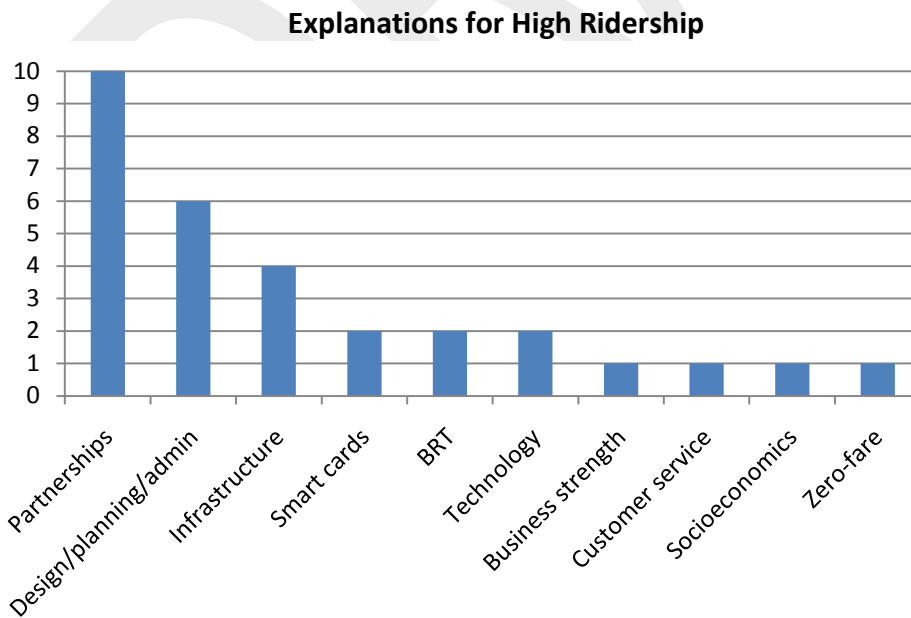


Figure 3: Explanations for high ridership by number of cities with response type (p. 20)

Response Category	L, QC	G, QC	V, BC	H, NS	L, ON	S, QC	C-U, IL	D, NC	G, FL	E, OR	Total
Convenient scheduling		•	•			•		•			4
Ease of use		•	•				•			•	4
Customer appreciation	•			•	•		•				4
Quality sells		•			•		•				3
Community presence/ integration		•						•			2
Use of technology		•					•				2
Importance of relationships				•					•		2
Transit is a business					•						1
Infrastructure builds ridership	•										1
Transit-dependent come first										•	1
Total	2	5	2	2	3	1	4	2	1	2	

Table 4: Philosophies and recommendations of all ten cities (p. 23)

c. RECOMMENDATIONS

Recommendations to Saskatoon Transit were formulated in Part I, section 14 (page 26) based on the findings summarized above and the current conditions in Saskatoon. They are summarized as follows, starting with the first four primary recommendations and finishing with two less-important, secondary recommendations:

i. Universal transit card and aggressive partnerships

1. **Reposition the Go-Pass as a personalized, universal transit card** that works with – and is in fact *mandatory* for – all transit fare payment methods other than cash, *including* the UPass. All of these new universal Go-Passes (without a name change but perhaps with a stylistic design change) still work as contactless transit passes, of course, but they are personalized for each user, with his or her name, account number, pass type, and photo-ID on the back. Photo-ID can either be mandatory or optional for the user, depending on what Saskatoon Transit would prefer, but name will be mandatory. This, ***combined with charging a one-time price***, will incentivize people to keep the card, and continue to use it and refill it, rather than lose it or discard it. Every current fare/pass type will be supported by the new universal Go-Pass as they are now, including all passes and bulk-purchase rides (or “tickets”), but with even more options; indeed, *all* options that are not cash. The disposable daily pass may remain the way it is.

University of Saskatchewan students are issued this universal Go-Pass (personalized with their name, “UPass” designation, and photo-ID (same one used for their student card) on the back) instead of the current sticker that is applied to student cards. This will incentivize students into using the card outside of the university season and after they leave university. ***The overall vision should be for every Saskatoon citizen to own a universal Go-Pass.*** Infrequent users should be encouraged to go with bulk-purchase rides (“tickets”) and frequent users who are not already using a discount pass program provided by a school or workplace should be encouraged to go with a monthly, 3-month, or annual unlimited pass (each with slightly more of a discount). If possible, users of the LICO discount pass should not be charged the one-time fee for the card.

2. **Pursue aggressive discount pass partnerships** with more employers, other post-secondary institutions, and schools. “Aggressive partnerships” refer to discount pass programs offered to organizations whereby their members are automatically charged a heavily discounted rate on an unlimited, annual, personalized, universal Go-Pass via an addition to regular fees or a small payroll decrease. In the case of employers, this is essentially an intensifying of the EcoPass program. Employers should be encouraged (and perhaps incentivized with a further discount) to register *all* employees by default. In the case of elementary and secondary schools, it is best to include all students by default, through a small increase to school fees and a subsidy from the school board or other financiers. Their pass type ideally ought to allow them unlimited transit access year-round, so that they associate transit with “transportation” in general, and not just “the way to get to school.”

ii. Simplicity, efficiency, ease of use, and technology

1. **Review efficiency of routes, schedules, and headways** with the intent of creating a much more homogenous, understandable system. The research documented in this report has found that efficiency, predictability, and reliability in route and schedule planning is a major determinant of ridership. The simple fact is that people will not ride if the bus does not come frequently, on time, or with enough time to deliver them to their destination on time for their other commitments. The most popular routes, nodes, and times ought to be given the most consideration (particularly in frequency) without reducing the service to others. Popular start times for school or work should be well-known and planned for. Ultimately, Saskatoon Transit should strive to achieve universal 15-minute headways or less across the board, so that ambiguity between routes and stops is removed and the user is given one less thing to be concerned about within their transit experience.
2. **Make ease-of-use the highest priority** in all Transit operations. Route and schedule information should be designed with user-friendliness and readability in mind. Signage should not display only information that must be referenced elsewhere (such as multiple route numbers), but actual useful information, such as route maps (with locators for “you are here” and other stops along the route), arrival times, etc. Terminals are not the only places this information can be displayed; miniature versions showing only the necessary routes in the clearest way possible should be expanded onto larger bus stop signs. Uniformity in all visual media (signage, printed materials, websites, bus appearance) is important to guide cross-media comprehension and develop a single brand. News tickers or protected computer screens could be installed at the downtown terminal, University, Market Mall, or other major stop that can provide live-updated arrival information.

The Internet is critical for ease of use; ***Transit should have its own website***, visually separate from the City of Saskatoon and carrying its own style (the *transit.saskatoon.ca* subdomain would work fine and is easy to advertise, but the website ought to be visually separate from the City). This website should be designed under the “web 2.0” model, with a primary emphasis on user-friendliness, and have an updated, easier-to-use “Click & Go” route-planning service as the flagship function, as well as interactive route maps, online Go-Pass payment, and more. ***Social media such as Facebook and Twitter should be used to reach both users and non-users*** for updates, news, system changes, road conditions, service delays, reminders, interesting facts, requests for feedback, etc. Social media is most effective when used often (multiple updates daily; ideally every 1-4 hours), and does require full-

time attention when used properly. (*The Facebook, Twitter, Tumblr, Google, and WordPress accounts for Saskatoon Transit are already registered as placeholders – by the author – as of June 2011, and ownership can be transferred to Transit at any time.*) SMS text messaging and smartphone barcodes for route and stop information should be investigated as a possibility, as should mobile access such as smartphone applications or a mobile website. Some of this can be accomplished through a partnership with the University’s Computer Science Department or via free, open source access to raw transit schedule data for anyone to use and develop if they wish. ***It is important to remember that technology does not create ease-of-use***; ease-of-use is a **frame of mind** or **guiding principle** from and upon which technology, printed materials, signage, and all Transit services should be designed.

Saskatoon Transit must completely revamp their entire technology “sphere” in order to attract and keep potential riders, give the appearance of modernity, and move into the 21st century. This includes:

- Redesigned “web 2.0” website with a separate domain or appearance from the City of Saskatoon website, where the “Click & Go” service is the primary focus and is made much more simple and user-friendly;
- embracing and proper usage of social media such as Facebook and Twitter and/or SMS text messaging and smartphone barcodes;
- investigating the potential for a smartphone application or mobile web site (after the creation of a new regular website) that allows people to access the same information while on the go;
- opening up raw route and schedule data to the public to attract private developers, or developing a partnership with the Computer Science Department at the University of Saskatchewan, who are already famous for creating the successful “iUSASK” iPhone application.

iii. Secondary recommendations (infrastructural)

1. **Seriously consider transit signal priority** along major corridors, particularly 25th Street/College Drive. The 25th Street extension will likely increase traffic in this corridor, and may provide Saskatoon Transit with a good arguing point in support of signal priority. Signal priority has been evidenced to be effective in small and medium-sized cities (see Vlachou et. al., 2010), not just for the travel time of buses, but for general traffic flow as well.
2. **Investigate possibilities for special lanes** (such as bus-only lanes, intersection queue-jumping lanes, bus/taxi/bike/HOV lanes, etc) as well as **park-and-ride systems** for outer communities such as Warman and Martensville. Both considerations are infrastructurally heavy, of course, and should not be considered before any other recommendation in this report. Having said that, they do have the advantage of free publicity, and therefore the possibility of increasing ridership that way. Park-and-ride systems serving nearby communities of course have the direct potential to increase ridership by their very nature.

2 BEST PRACTICES FOR TRANSIT MARKETING

a. INTRODUCTION

Part II is an investigation into the best practices for transit marketing. Literature review and some of the findings in Part I form the research basis for this investigation. The entire Part is written in the context of the best and most cost-effective methods for attracting working commuters in particular to using transit. Recommendations for Saskatoon Transit were formed based on these discussions and findings, as well as the current state of Saskatoon and possible areas of improvement.

b. FINDINGS

Some effective methods in transit marketing, particularly for attracting working commuters, are:

- **Effective branding and positioning** – The brand of a transit agency is made up of all the elements that directly affect the “image” or the perception that the public has toward it. Image can be affected in other ways, but branding and positioning are the efforts made by the agency to change it. The most effective brands are those that are unique, attractive, and most importantly, cohesive.
- **Customer information** – Providing convenient and useful customer information is a double-whammy: it provides customers with the information they need to properly use the transit system and be a returning user, but it also portrays the image (to both users and non-users) of a transit agency that values customer service, is progressive and intelligent, and wants their riders to have the most streamlined experience possible.
- **Fare incentives** – This method is essentially a re-interpretation of the first set of recommendations (#1 and #2) under “universal transit card and aggressive partnerships” in *subsection 1.c.i* above (*pages vii and viii*), in the form of a promotional move. A potential new design for the universal Go-Pass recommended in *subsection 1.c.i* can be found in Figures 7 and 8, under subsection 16.3.a on pages 35 and 36.
- **Community partnerships** – Creating symbiotic partnerships with businesses or community groups can help increase visibility and improve public image. (This does not refer to discount pass partnerships, which are covered in “fare incentives”; this refers to mutual promotion or incentive programs.) There are a wide variety of organizations that may be interested in establishing mutual partnerships, as it is a “win-win” scenario from which both groups benefit; and due to their reciprocal nature, they can often be cost-free.
- **Market research** – Although not so much a direct marketing strategy in itself (it could be argued, however, that visible efforts of a transit agency to research its customers can inadvertently promote it), market research is important for understanding users and non-users, and for conducting most of the other strategies discussed here. The electronic fare boxes recently installed are a great step forward, and there are many other ways to gather information and opinions from users and non-users, some of which are: telephone surveys, online surveys, intercept surveys, focus groups, and “mystery customers.”

c. RECOMMENDATIONS

Three recommendations were formulated based on the findings of Part II. See Part II, section 17 (page 38) for the full discussion of these recommendations. They are summarized as follows:

i. Cohesive branding

Ensure that all visual elements of Saskatoon Transit carry the same brand and style. The current bus livery is attractive and unique, and ought to form the basis for all future branding. Buses with old livery (which are also typically not low-floor, are not air-conditioned, and do not have bike racks) should be phased out, and all other visual material carrying old brands or a lack of branding, including printed and online material, the old “Saskatoon Transit Services” logo, or anything that is not identical to the current bus livery in stylistic theme should be replaced or re-branded, including (possibly) the new universal Go-Pass (see Figures 7 and 8), the proposed “web 2.0” website, and the downtown terminal. Access Transit should be considered to be adopted into the Saskatoon Transit brand as well, in hopes of associating its proven success with general transit operations, as two sides of the same coin. Transit is also recommended to consult the 2011 document produced by EMBARQ (see the References section at the end of this report) for successful practices in transit branding/marketing and much more.

ii. User-friendly access

Convenience and ease-of-use should become a **primary** priority for all Saskatoon Transit operations, both as an effective quality for worry-free transit use, **and** as a marketing tool for non-riders. Technology such as a redesigned “web 2.0” website (with user-friendliness as a top priority), usage of social media, and connectivity with mobile phones and devices greatly assists in ease-of-use. It is important to remember, however, that technology cannot **create** ease-of-use; it must be **based** on ease-of-use. Convenience in customer access should become a top priority in **all** Transit operations, and efficient technology – with the strong possibility of attracting curious users (many of whom will be working commuters) – will follow.

iii. Build community partnerships

Simply making your presence known in the community, and having good visibility, can be a great marketing and promotional tool. Mutual, symbiotic partnerships with other organizations in the community are an effective way of achieving this. Partnerships can be developed with charitable and other non-profit organizations such as United Way, Canadian Blood Services, and Roadmap Saskatoon; with prominent community members such as the Persephone Theatre, Mendel Art Gallery, Meewasin Valley Authority, and Downtown Business Partnership; and with businesses such as the Delta Bessborough and other hotels, the Midtown Plaza and other shopping centres, and TCU Place and other events centres. There are many, many different partnerships that can be developed, and they can have a wide range of mutual benefits, such as the simple exchange of advertising space, providing free transit day passes to patrons in exchange for retail incentives or raffle tickets, and so on. The possibilities are endless (especially since most partnerships can be cost-free) and the more partnerships developed, the more visible Transit is within the community, and the better its public image will be.

3 BEST PRACTICES FOR BUILDING YOUTH RIDERSHIP

a. INTRODUCTION

Part III is an investigation into the best practices for building youth ridership. Literature review and some of the findings in Parts I and II form the research basis for this investigation. Part III was written exclusively in the context of increasing young ridership rather than with concern for cost-effectiveness or image change. General recommendations for Saskatoon Transit were then formed based on these discussions and findings.

b. FINDINGS

The major findings of Part III, including some of the best ways to build youth ridership, are:

- There is some data suggesting that young people are driving less and considering transit more;
 - however, there is still reason to believe that transit is not generally seen in a very positive light.
- Young people are an important market for transit agencies, as those who use transit in their youth are more likely to do so as an adult.
- Youth are flexible in their transportation choices, sensitive to travel costs, and tend to have a close relationship with environmental issues and digital culture.
- Some of the major determinants of youth travel decisions and those of their parents are: safety, cost, access/availability, reliability, and image (Cain et. al., 2005);
 - transit sometimes has advantages in safety and cost when compared to the car, but generally falls behind in the other categories.
- Partnerships with schools are an excellent method of young ridership growth;
 - as is increasing the ridership of adults and the general population, through positive association.
- Convenience, reliability and access matter just as much to youth as they do to adults, if not more – additionally, youth-oriented service provisions are greatly appreciated.
- Having an accurate and thorough understanding of youth riders and non-riders is critical for beginning any process in building youth ridership.

c. RECOMMENDATIONS

Three “general” recommendations were developed based on the findings above and best methods discovered. See Part III, section 21 (page 47) for the full discussion of these recommendations. The recommendations are as follows:

i. Strengthen and create partnerships

Existing school partnerships should be strengthened and new ones created under a new model, using the universal, personalized Go-Pass smart card proposed under #1 in *subsection 1.c.i* above (page vii).

This new model makes universal, personalized Go-Passes mandatory for all school students, mandated and partly subsidized through the school boards (both Public and Catholic). In this way, all schools of Saskatoon are treated equally, but reimbursement of the school board from the school is orchestrated on an individual basis according to the school and the board (either through an addition to student program fees or another method). Students' transit cards should ideally allow them unlimited transit access year-round to encourage associating transit with *transportation* in general. Additionally, partnerships with employers – and in particular with schools (as employers) – should be strengthened, intensified, and increased, as per the recommendation (#2) in *subsection 1.c.i (page viii)*. It will help to legitimize transit use in the eyes of young people if they witness the adults around them (parents, teachers, etc) using transit.

ii. Improve general user efficiency with youth in mind

Youth are no different from the general population in terms of being more likely to ride and continue to ride when the system serves them well. This is essentially a reiteration of the recommendation made in *subsection 1.c.ii (page viii)* above, with an additional emphasis on the needs of youth. Saskatoon Transit is recommended to review and improve the end-user efficiency (convenience, reliability, access, user-friendliness, etc) of the entire rider experience. During this process, a consideration of the usability of youth must be kept in mind in addition to an overall commitment to user convenience. This includes safety, easy-to-understand information, embracing technology and digital media, and youth-oriented service provisions (such as off-peak access to popular youth destinations (malls, recreation centres) and safe late-hour or weekend service. More examples can be found in Cain et. al. (2005, p. 60)).

iii. Understand youth

Any system improvements made in the interest of youth must be based upon an accurate understanding of youth. This includes increased accuracy in survey demographics (dividing youth into more logical groups instead of the catch-all “under 18” or “under 19”). Surveys can be conducted through schools or via other traditional methods, but can also be conducted online through the redesigned “web 2.0” Transit website proposed in *subsection 1.c.ii (#2) above (page viii)*. This kind of surveying makes obtaining opinions of non-riders easy as well, which is equally important as obtaining those of riders. Statistical data on youth riders can be obtained through electronic fare box data and the universal “smart” Go-Passes (with relevant “youth” or “student” pass types) proposed in *subsection 1.c.i (#1) above (page vii)*. Youth “mystery riders” can also be hired, as per the “market research” strategy discussed in *subsection 2.b above (page x)*, to perform the same duties as a mystery rider, but with a youth perspective. Finally, Transit is also recommended to consult the report written by Cain, Hamer, & Sibley-Perone (2005, “Teenage Attitudes and Perceptions Regarding Transit Use” – see the References section at the end of this report) which is intended to provide a guideline for transit agencies wishing to increase youth involvement.

4 SUMMARY OF OVERALL RECOMMENDATIONS

This section will briefly – and visually – summarize the *nine* overall recommendations developed in this report. These recommendations were constructed as a hybrid set based on the recommendations made in each of the three Parts, as the recommendations of each Part are not necessarily exclusive from one another. The overall recommendations are grouped into primary, secondary, and tertiary categories – represented accordingly by size and colour below – based on their importance, necessity, ridership-building potential, and feasibility. Each recommendation will be outlined briefly on the pages that follow. For further discussion of these recommendations, including the potential relationships between them, please see section 22 on page 51 of this report; Figure 9 on page 57 provides a flowchart-like diagram that exhibits the relationships between each recommendation, should they be implemented.

PRIMARY RECOMMENDATIONS

- **Create & Strengthen Aggressive Partnerships**
- **Go Digital & Tech-Savvy**
- **Review & Improve End-User Utility**

SECONDARY RECOMMENDATIONS

- **Universal “Smart” Go-Pass Card**
- **Develop a Ubiquitous Brand**
- **Develop Partnerships with Community Groups/Businesses**
- **More & Better Market Research**

TERTIARY RECOMMENDATIONS

- **Go Technologically Advanced**
- **Consider Signal Priority, Bus Lanes, & Park-and-Ride**

a. PRIMARY RECOMMENDATIONS

Create & Strengthen Aggressive Partnerships

- Intensify the current EcoPass program under an “aggressive” model
 - with a wider range of employers, especially schools
- Create mandatory student discount partnerships with school boards
 - that apply to all elementary/secondary schools equally

See: Part I, subsection 14.1 “Universal Transit Card and Aggressive Partnerships” (p. 26); Part III, subsection 21.1 “Strengthen and Create Partnerships” (p. 47). Additionally see (Ecola & Grant, 2008).

Go Digital & Tech-Savvy

- Redesign *transit.saskatoon.ca* website as “web 2.0” service-oriented site
 - visually separate from the City of Saskatoon, with primary objective being user-friendliness and simplicity, and flagship functions being innovative point-and-click trip planning, interactive route maps, online Go-Pass payment, and simple feedback
- Utilize social media (Facebook, Twitter, etc) to access a wide audience of both riders and non-riders, and to provide useful system information and interactive utilities
- Consider options for mobile access (smartphone application, SMS, smartphone barcodes, etc)

This is likely the most cost-effective, efficient, and powerful recommendation in this report.

See: Part I, subsection 14.2 “Simplicity, Efficiency, Ease of Use, and Technology” (p. 27); Part II, subsection 17.2 “User-Friendly Access” (p. 39); Part III, subsection 21.2 “Improve General User Efficiency with Youth in Mind” (p. 48). Additionally see (Eriksson, Friman, & Norman, 2007).

Review & Improve End-User Utility

- Intend to maximize convenience, reliability, and user-friendliness of transit system
- Ease-of-use to become #1 priority in all areas of transit operation
- Both in general and also for youth in particular

See: Part I, subsection 14.2 (p. 27); Part II, subsection 17.2 (p. 39); Part III, subsection 21.2 (p. 48). Additionally see (Thompson & Brown, 2006; Swimmer & Klein, 2010).

b. SECONDARY RECOMMENDATIONS

Universal “Smart” Go-Pass Card

- Personalized (based on an account number) and mandatory for all non-cash fare types
 - including UPass (replacing current sticker system)
- Includes name and (either optional or mandatory) photo-ID on the reverse
 - Photo-ID mandatory for pass partners that already have photos (University, schools, some workplaces)
- Vision for Saskatoon Transit to eventually have all residents of the city own one alongside their other cards

See: Part I, subsection 14.1 “Universal Transit Card and Aggressive Partnerships” (p. 26). Additionally see (Trepanier, Morency, & Agard, 2009; Ecola & Grant, 2008).

Develop a Ubiquitous Brand

- Ensure all visual elements of Saskatoon Transit carry the same style or theme
 - based on current bus livery (light-blue/dark-blue and grey/green “swooshes”)
- Phase out all elements that do not comply with the brand
 - including buses with old livery, which are generally the older high-floor models and should be replaced anyway
- Bring the successful Access Transit under the same brand to develop a positive association

See: Part II, subsection 17.1 “Cohesive Branding” (p. 38). Additionally see (EMBARQ, 2011).

Develop Partnerships with Community Groups/Businesses

- (Not referring to discount pass partnerships – *co-operative promotional/benefit partnerships*)
- Intend for visibility in the community and development of a more positive image
- Symbiotic partnerships can be used for cross-promotion or other mutual benefits
 - and because of this, can often be cost-free

See: Part II, subsection 17.3 “Build Community Partnerships” (p. 40). Additionally see (EMBARQ, 2011; CUTA, 2005).

More & Better Market Research

- Intend to have a better understanding of riders and non-riders
 - especially youth and commuters
- Conducted through traditional surveying, online surveying/feedback, focus groups, and “mystery customers”

See: Part III, subsection 21.3 “Understand Youth” (p. 49). Additionally see marketing strategy in Part II, subsection 16.5 “Market Research” (p. 37), and (Trepanier, Morency, & Agard, 2009).

c. TERTIARY RECOMMENDATIONS

Go Technologically Advanced

- Consider the implementation of a system-wide computerized GPS dispatch system
 - with GPS locators in all buses
 - can deliver live-updated information to physical outdoor computer screens or news tickers at transit terminals
 - can deliver live-updated information over an SMS text messaging network

See: Part I, subsection 14.2 “Simplicity, Efficiency, Ease of Use, and Technology” (p. 27).

Consider Signal Priority, Bus Lanes, & Park-and-Ride

- Consider the implementation of infrastructure such as transit signal priority (particularly along 25th St/College Drive or other major corridors)
 - as well as reserved bus lanes, queue-jumping lanes, HOV lanes, etc
 - and park-and-ride systems for outlying communities such as Warman and Martensville
- These are heavy infrastructural considerations; they are not intended to be considered before any other recommendation above, and would require a substantial amount of additional research and investigation in consort with the City of Saskatoon and other communities

See: Part I, subsection 14.3 “Secondary Recommendations (Infrastructural)” (p. 28). Additionally see (Vlachou, Collura, & Mermelstein, 2010) for signal priority.

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 R. Donauer
Councillor B. Dubois
Councillor M. Heidt
Councillor D. Hill
Councillor A. Iwanchuk
Councillor M. Loewen
Councillor P. Lorje
Councillor T. Paulsen
Councillor G. Penner

**1. 2012 Civic Election
Mail-In Ballots
(File No. CK. 265-1)**

- RECOMMENDATION:**
- 1) that a mail-in ballot voting system be implemented for the 2012 civic election, with the requirement that applicants must apply in person; and
 - 2) that the matter be referred to the City Clerk and the City Solicitor to prepare an appropriate bylaw.

Your Committee has considered and supports the following report of the City Clerk dated October 31, 2011:

“BACKGROUND

A recent amendment to *The Local Government Election Act* provides that City Council may establish a mail-in ballot voting system. A mail-in system addresses two issues: qualified electors who will be out of town for the day of the election as well as all

advance poll days, and qualified electors who are not able to attend a polling place because they are unable to leave their homes due to physical incapacity.

The issue of people unable to leave their homes to vote is already addressed by the implementation of a Mobile Poll, whereby election officials travel to the homes of people who have registered in advance. In the 2009 civic election 39 people voted in the Mobile Poll. A mail-in ballot system would therefore serve to assist only those people who will be absent from Saskatoon for the day of the election or the advance poll days.

REPORT

There are three main issues to consider in determining whether to implement a mail-in ballot system: whether there is a need for it, the security of the system, and the cost.

Is there a need?

There is no doubt that there will be people who will utilize a mail-in ballot system. They include people who live part of the year in a warmer climate, students who attend school in another city, and people who work at mines or other locations where they “fly in” for a two-week period. Every election the Returning Officer receives calls from people who are unable to vote because they will not be in Saskatoon during voting times.

Based on recent experience in Edmonton, it is estimated that there would be approximately 100 people in Saskatoon who would use a mail-in system.

Security of the System

The security of the system is of course of the utmost concern. A process must be set up that does not allow any opportunity for voter fraud.

Should City Council decide to implement a mail-in ballot system, it is strongly recommended that the eligible elector be required to apply for a mail-in ballot in person so that they can complete and sign the Voter’s Registration Form, which is a legal declaration that they are eligible to vote and which is witnessed by an election official. To allow people to apply through email, fax, telephone or mail eliminates this key feature of civic elections in Saskatoon (i.e. that all voters must sign a Voter’s Registration Form) and allows more opportunity for fraud. Registering in person also allows the election official to verify the photo identification.

What is the cost?

There would be minimal costs in implementing a mail-in ballot system.

While the Returning Officer and other staff in the City Clerk's Office and City Solicitor's Office would need to devote a significant amount of time to set up a process and prepare an appropriate bylaw, there would not be any extra costs. There would also be no significant extra costs in administering the mail-in ballot system since, due to the complexity of the process, City Clerk's Office staff would be used.

The cost of postage and envelopes is estimated to be no more than \$2,000 for 100 voters.

PUBLIC NOTICE

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

2. Appointments to Boards and Committees **(File No. CK. 225-1 and 175-1)**

Your Committee has met and considered the matter of appointments and reappointments to City Council's various boards, commissions and committees. This report deals with the filling of vacancies only – it does not include current members whose terms have not expired. Unless otherwise indicated, all appointments commence January 1, 2012.

Administration and Finance Committee **(File No. CK. 225-50)**

RECOMMENDATION: that the following be appointed and reappointed to the Administration and Finance Committee for 2012:

Councillor Heidt
Councillor Hill
Councillor Iwanchuk, appointment to take effect immediately
Councillor Paulsen
Councillor Penner

Audit Committee
(File No. CK. 225-13)

RECOMMENDATION: that the following be appointed and reappointed to the Audit Committee for 2012:

Councillor Clark
Councillor Donauer
Councillor Dubois
Councillor Iwanchuk, appointment to take effect immediately
Councillor Loewen

Land Bank Committee
(File No. CK. 225-33)

RECOMMENDATION: that the following be appointed and reappointed to the Land Bank Committee for 2012:

Councillor Heidt
Councillor Hill
Councillor Loewen
Councillor Lorje
Councillor Penner

Orders and Rules Committee
(File No. CK. 225-51)

RECOMMENDATION: that the following be reappointed to the Orders and Rules Committee for 2012:

Councillor Dubois
Councillor Heidt
Councillor Lorje
Councillor Penner

Planning and Operations Committee
(File No. CK. 225-49)

RECOMMENDATION: that the following be reappointed to the Planning and Operations Committee for 2012:

Councillor Clark
Councillor Donauer
Councillor Dubois
Councillor Loewen
Councillor Lorje

Advisory Committee on Animal Control
(File No. CK. 225-9)

RECOMMENDATION: that the following be appointed and reappointed to the Advisory Committee on Animal Control for 2012:

Councillor Donauer
Ms. Diane Bentley
Ms. Leslee Harden
Ms. Cassandra Hovdestad
Ms. Leann Lingel
Ms. Shirley Ross
Dr. Peter Gilbert, Western College of Veterinary Medicine,
(replacing Dr. Jacques Messier)
Dr. Michael Powell, Saskatoon Academy of Veterinary Practitioners
Dr. Sandra Neumann, SPCA Board
Ms. Maggie Sim, Saskatoon Health Region

Cultural Diversity and Race Relations Committee
(File No. CK. 225-40)

RECOMMENDATION: that the following be appointed and reappointed to the Cultural Diversity and Race Relations Committee for the terms indicated:

For 2012:

Councillor Iwanchuk
Mr. Michael San Miguel
Ms. April Sora
Ms. Nayyar Javed
Mr. Ashu Solo, (replacing Mr. Sumith Kahanda)
Ms. Miriam Muller, (replacing Dr. Eric Lefol)
Ms. Caroline Cottrell

To the end of 2013:

Mr. David Santosi, Ministry of Social Services,
(replacing Mr. Jim Balfour)

District Planning Commission
(File No. CK. 175-10)

RECOMMENDATION: that the following be reappointed to the District Planning Commission for 2012:

Councillor Dubois
Councillor Penner

Municipal Heritage Advisory Committee
(File No. CK. 225-18)

RECOMMENDATION: that the following be appointed and reappointed to the Municipal Heritage Advisory Committee for the terms indicated:

For 2012:

Councillor Clark

To the end of 2013:

Ms. Maggie Schwab, replacing Ms. Mary Tastad

Mr. Peter Kingsmill, Tourism Saskatoon

Mr. Jim Bridgeman, Saskatoon Region Association of Realtors
Inc.

Mr. Mike Velonas, Meewasin Valley Authority

Mr. Michael Williams, Saskatoon Archaeological Society

Municipal Planning Commission
(File No. CK. 175-16)

RECOMMENDATION: that the following be appointed and reappointed to the Municipal Planning Commission for the terms indicated:

For 2012:

Councillor Clark

Ms. Carole Beitel

Mr. Bruce Waldron

To the end of 2013:

Ms. Janice Braden

Ms. Leanne DeLong

Mr. Aditya Garg

Ms. Kathy Weber

Mr. James Yachyshen

Mr. Stan Laba, Public School Board

Saskatoon Accessibility Advisory Committee
(File No. CK. 225-70)

RECOMMENDATION: that the following be appointed and reappointed to the Saskatoon Accessibility Advisory Committee for the terms indicated:

For 2012:

Councillor Clark
Councillor Loewen
Ms. Lynne Lacroix, Manager, Community Development Branch
Mr. Ross Johnson, Manager, Facilities Branch

To the end of 2013:

Mr. Leonard Boser
Ms. Janice Dawson
Ms. Carla Sheridan
Ms. Cindy Xavier

Saskatoon Environmental Advisory Committee
(File No. CK. 175-9)

RECOMMENDATION: that the following be appointed and reappointed to the Saskatoon Environmental Advisory Committee for the terms indicated:

For 2012:

Councillor Loewen

To the end of 2013:

Ms. Ainsley Robertson, (replacing Ms. Patricia Hanbidge)
Dr. Michael Hill
Ms. Namarta Kochar
Dr. Sean Shaw
Mr. Brent Latimer, Saskatoon Health Region

**Social Services Subcommittee – Assistance to Community Groups: Cash Grants Program
(File No. CK. 225-2-4)**

RECOMMENDATION: that the following be reappointed to the Social Services Subcommittee for 2012:

Ms. Tracy Muggli
Ms. Judy Shum, United Way, (replacing Ms. Christine Thompson)
Mr. Ian Wilson, Public School Board
Ms. Doris Colson, Ministry of Social Services
Ms. Carol McInnis, Catholic School Board

**Traffic Safety Committee
(File No. CK. 225-8)**

RECOMMENDATION: that the following be appointed and reappointed to the Traffic Safety Committee for the terms indicated:

For 2012:

Councillor Iwanchuk

To the end of 2013:

Mr. Doug Hingston, (replacing Ms. Kirsten Hnatuk)
Mr. Tim Sellar, (replacing Mr. Adam Toth)
Mr. Brian Fehr, Saskatoon and District Safety Council
Mr. Ken Claffey, Public Board of Education – Driver Education
Sergeant Dan Bryden, Saskatoon Police Service

**Visual Arts Placement Jury
(File No. CK. 175-44)**

RECOMMENDATION: that the following be appointed and reappointed to the Visual Arts Placement Jury to the end of 2013:

Ms. Seanine Warrington
Ms. Barbara Beavis
Mr. Ed Gibney, Prairie Sculptors' Association
Ms. Ellen Moffat, CARFAC, (replacing Mr. Paul Ferguson)

Mr. Lloyd Isaak, Meewasin Valley Authority Design Advisory
Committee

Albert Community Centre Management Committee
(File No. CK. 225-27)

RECOMMENDATION: that the following be reappointed to the Albert Community Centre
Management Committee for 2012:

Councillor Clark
Mr. René Stock
Ms. Julie Gutek
Mr. Jim Greenshields, City employee designated by City
Manager
Mr. Grant Whitecross, Nutana Community Association - Public
Mr. Darrel Epp, Varsity View Community Association – Public

Board of Police Commissioners
(File No. CK. 175-23)

RECOMMENDATION: that the following be appointed and reappointed to the Board of
Police Commissioners for 2012:

Councillor Clark
Councillor Heidt
Mr. Gordon Martell
Dr. Vera Pezer

Centennial Auditorium and Convention Centre Corporation Board of Directors
(Regarding TCU Place, Saskatoon's Arts & Convention Centre)
(File No. CK. 175-28)

RECOMMENDATION: that the City's representative be instructed to vote the City's proxy
at the 2012 Annual General Meeting for the appointment and
reappointment of the following to the Centennial Auditorium &
Convention Centre Corporation Board of Directors throughout a
term expiring at the conclusion of the terms indicated:

At the conclusion of the 2013 Annual General Meeting

Councillor Paulsen
Councillor Penner

At the conclusion of the 2014 Annual General Meeting

Mr. Kirk Cherry
Mr. Lorne Mysko
Mr. Paul Jaspar

Credit Union Centre Board of Directors
(File No. CK. 175-31)

RECOMMENDATION: that the City's representative be instructed to vote the City's proxy at the 2012 Annual General Meeting for the appointment and reappointment of the following to the Credit Union Centre Board of Directors throughout a term expiring at the conclusion of the terms indicated:

At the conclusion of the 2013 Annual General Meeting

Councillor Heidt
Councillor Hill

At the conclusion of the 2014 Annual General Meeting

Mr. Derek Bachman
Ms. Candice Augustyn, (replacing Mr. Richard Gabruch)
Mr. Ronald New
Mr. Gary Gullickson, (replacing Ms. Deborah Young)

Library Board
(File No. CK. 175-19)

- RECOMMENDATION:**
- 1) that the following be reappointed to the Library Board for the terms indicated:

For 2012:

Councillor Loewen

To the end of 2013:

Mr. Yann Martel; and
 - 2) that the Committee report further regarding the three remaining vacancies.

Marr Residence Management Board
(File No. CK. 225-52)

- RECOMMENDATION:** that the following be appointed and reappointed to the Marr Residence Management Board for the terms indicated:
- For 2012:

Councillor Clark
- To the end of 2013:

Ms. Della Greer
Mr. Robert Paul
Mr. Kevin Kitchen
Ms. Sue Barrett, Saskatoon Heritage Society
Mr. Andrew Whiting, Meewasin Valley Authority, (replacing Mr. Jason Wall)
Mr. Garth Cantrill, Nutana Community Association, (replacing Ms. Dianne Wilson)

Access Transit Appeals Board
(File No. CK. 225-67)

RECOMMENDATION: that any future appeals to the Access Transit Appeals Board be heard by the City Mortgage Appeals Board.

Board of Revision
(File No. CK. 175-6)

RECOMMENDATION: 1) that the following be reappointed to the Board of Revision for 2012:

Mr. Adrian Deschamps
Mr. Marvin Dutton
Mr. David Gabruch
Mr. Peter Stroh
Mr. Raymond Lepage
Mr. Patrick Thomson
Mr. Bernard Rodych (Alternate Member); and

2) that the Committee report further regarding additional appointments to the Board of Revision.

Development Appeals Board
(File No. CK. 175-21)

RECOMMENDATION: that the following be appointed and reappointed to the Development Appeals Board to the end of 2013:

Mr. Brandon Snowsell, (replacing Mr. Joseph Jeerakathil)
Mr. Jason Hobbis
Mr. Raymond Lepage
Ms. Susan Nazarenko
Ms. Christine McGunigal-Ruys

Property Maintenance Appeals Board
(File No. CK. 225-54)

RECOMMENDATION: that the following be reappointed to the Property Maintenance Appeals Board to the end of 2013:

Mr. Michael Brockbank
Mr. Donald Stiller
Mr. Dan Wiks

Waste Management Appeals Board
(File No. CK. 175-52)

RECOMMENDATION: that the following be reappointed to the Waste Management Appeals Board to the end of 2013:

Mr. Michael Brockbank
Mr. Donald Stiller
Mr. Dan Wiks

Naming Advisory Committee
(File No. CK. 225-1)

RECOMMENDATION: that the following be appointed and reappointed to the Naming Advisory Committee for 2012:

Councillor Iwanchuk
Councillor Penner

Technical Planning Commission
(File No. CK. 175-26)

RECOMMENDATION: that Councillor Dubois be appointed to the Technical Planning Commission for 2012.

Dakota Dunes Development Corporation Board of Directors
(File No. CK. 175-1)

RECOMMENDATION: that Councillor Heidt be nominated for reappointment to the Dakota Dunes Development Corporation Board of Directors for 2012.

Broadway Business Improvement District Board of Directors
(File No. CK. 175-47)

RECOMMENDATION: that Councillor Clark be reappointed to the Broadway Business Improvement District Board of Directors for 2012.

Downtown Business Improvement District Board of Management
(File No. CK. 175-48)

RECOMMENDATION: that Councillor Hill be reappointed to the Downtown Business Improvement District Board of Management for 2012.

Federation of Canadian Municipalities Committees (FCM)
(File No. CK. 155-2)

RECOMMENDATION: that the following be authorized to put their names forward for appointment to the Federation of Canadian Municipalities (FCM) Committees for 2012:

Councillor Dubois
Councillor Hill
Councillor Lorje
Councillor Paulsen

Board of Directors - Federation of Canadian Municipalities (FCM)
(File No. CK. 155-2)

RECOMMENDATION: that Councillor Hill be authorized to seek a position as a director of the FCM's Board of Directors at the 2012 FCM elections.

Meewasin Valley Authority – City Representatives
(File No. CK. 175-1)

RECOMMENDATION: that the following be nominated for appointment and reappointment to the Meewasin Valley Authority for 2012:

Councillor Dubois
Councillor Loewen
Councillor Penner

Meewasin Valley Authority Appeals Board
(File No. CK. 175-1)

RECOMMENDATION: that Grant Scharfstein be nominated for reappointment to the Meewasin Valley Authority Appeals Board to the end of 2014.

North Central Transportation Planning Committee
(File No. CK. 155-10)

RECOMMENDATION: that Councillor Donauer be nominated for appointment to the North Central Transportation Planning Committee for 2012.

Partners for the Saskatchewan River Basin
(File No. CK. 225-64)

RECOMMENDATION: that Councillor Loewen be nominated for appointment to the Partners for the Saskatchewan River Basin for 2012.

Riversdale Business Improvement District Board of Management
(File No. CK. 175-49)

RECOMMENDATION: that Councillor Lorje be reappointed to the Riversdale Business Improvement District Board of Management for 2012.

**Saskatchewan Assessment Management Agency (SAMA)
City Advisory Committee
(File No. CK. 180-11)**

RECOMMENDATION: that the following be nominated for appointment and reappointment to the Saskatchewan Assessment Management Agency for 2012:

Councillor Donauer
Ms. Marlys Bilanski, General Manager, Corporate Services
City Assessor (Observer)

**Saskatchewan Urban Municipalities Association
Board of Directors – City's Representatives
(File No. CK. 155-3)**

RECOMMENDATION: that the following be nominated for reappointment to the Saskatchewan Urban Municipalities Association Board of Directors for 2012:

Councillor Hill
Councillor Paulsen

**Saskatoon Airport Authority
(File No. CK. 175-43)**

RECOMMENDATION: that City Council nominate Councillor Donauer to be appointed as a Member of the Saskatoon Airport Authority (Community Consultative Committee and Customer Service Working Group) throughout a term expiring at the conclusion of the 2013 Public Annual Meeting of the Corporation.

**Saskatoon Housing Initiatives Partnership
(File No. CK. 155-1)**

RECOMMENDATION: that Councillor Loewen be nominated for appointment to the Saskatoon Housing Initiatives Partnership for 2012.

Saskatoon Prairieland Exhibition Corporation – City’s Representative
(File No. CK. 175-29)

RECOMMENDATION: that Councillor Dubois be nominated for appointment to the Saskatoon Prairieland Exhibition Corporation Board of Directors for 2012.

Saskatoon Regional Economic Development Authority
(File No. CK. 175-37)

RECOMMENDATION: that the following be nominated for appointment to the Saskatoon Regional Economic Development Authority for 2012:

Councillor Hill
Councillor Iwanchuk

South Saskatchewan River Watershed Stewards Inc.
(File No. CK. 225-1)

RECOMMENDATION: that Councillor Heidt be nominated for reappointment to the South Saskatchewan River Watershed Stewards Inc. for 2012.

Sutherland Business Improvement District Board of Management
(File No. CK. 175-50)

RECOMMENDATION: that Councillor Hill be reappointed to the Sutherland Business Improvement District Board of Management for 2012.

Tourism Saskatoon – Board of Directors
(File No. CK. 175-30)

RECOMMENDATION: that the following be nominated for appointment and reappointment to the Tourism Saskatoon Board of Directors for 2012:

Councillor Dubois
Councillor Iwanchuk

Trans Canada Yellowhead Highway Association
(File No. CK. 155-5)

RECOMMENDATION: that Councillor Dubois be nominated for reappointment to the Trans Canada Yellowhead Highway Association for 2012.

Wanuskewin Heritage Park Board of Directors
(File No. CK. 175-33)

RECOMMENDATION: that Councillor Dubois be nominated for reappointment to the Wanuskewin Heritage Park Board of Directors for 2012.

Board of Trustees
Defined Contribution Plan for Seasonal and Non-Permanent Part-Time Employees
(File No. CK. 175-40)

RECOMMENDATION: that Ms. Shelley Korte be appointed to the Board of Trustees – Defined Contribution Plan for Seasonal and Non-Permanent Part-Time Employees, replacing Ms. Holly Guran.

Board of Trustees – Saskatoon Police Pension Plan
(File No. CK. 175-34)

RECOMMENDATION: that Councillor Clark be appointed to the Board of Trustees – Saskatoon Police Pension Plan, to replace Councillor Dubois.

Pension Benefits Committee
(File No. CK. 225-5)

RECOMMENDATION: that Councillor Dubois be appointed to the Pension Benefits Committee, to replace Councillor Paulsen.

Respectfully submitted,

His Worship Mayor D. Atchison, Chair

COMMUNICATIONS TO COUNCIL

MEETING OF CITY COUNCIL – MONDAY, NOVEMBER 21, 2011

A. REQUESTS TO SPEAK TO COUNCIL

1) Peter Gerrard, dated November 14

Requesting permission to address City Council with respect to recycling. (File No. CK. 7830-5)

RECOMMENDATION: that Peter Gerrard be heard.

B. ITEMS WHICH REQUIRE THE DIRECTION OF CITY COUNCIL

1) Roger Lewco, dated October 31

Commenting on recent tender disqualification. (File No. CK. 7830-5)

2) Graham Harrison, dated October 31

Commenting on recent tender disqualification. (File No. CK. 7830-5)

RECOMMENDATION: that the letters be considered with Clause F3 of Administrative Report No. 21-2011.

3) Crystal Sumner, dated November 3

Commenting on sign in an apartment complex. (File No. CK. 150-1)

RECOMMENDATION: that the information be received.

4) Sheldon Wasylenko, Chair, Sutherland Business Improvement District dated November 4

Requesting City Council appoint Ms. Janet Glow to the Municipal Heritage Advisory Committee as the representative of the Sutherland Business Improvement District, replacing himself.

RECOMMENDATION: that Janet Glow be appointed to the Municipal Heritage Advisory Committee, as the representative of the Sutherland Business Improvement District, replacing Sheldon Wasylenko.

C. ITEMS WHICH HAVE BEEN REFERRED FOR APPROPRIATE ACTION

1) Carole Young, dated November 2

Commenting on residential parking permits in City Park. (File No. CK. 6120-4-4) (Referred to Administration to respond to the writer.)

2) Dinish Kumar, dated November 5

Commenting on sorting of recycling items. (File No. CK. 7830-5) (Referred to Administration to respond to the writer.)

3) Robert Lovns, dated November 6

Commenting on transit routes in Stonebridge. (File No. CK. 7310-1) (Referred to Administration to respond to the writer.)

4) Jenna Remple, dated November 7

Commenting on transit route change because of construction. (File No. CK. 7310-1) (Referred to Administration to respond to the writer.)

5) Phyllis Schmidt, dated November 3

Commenting on wind turbine project. (File No. CK. 2000-5) (Referred to Administration to respond to the writer.)

6) Donna Dent, dated November 7

Commenting on wind turbine project. (File No. CK. 2000-5) (Referred to Administration to respond to the writer.)

7) Abe Berg, dated November 8

Commenting on wind turbine project. (File No. CK. 2000-5) (Referred to Administration to respond to the writer.)

Items Which Have Been Referred for Appropriate Action
Monday, November 21, 2011
Page 2

8) Ron Garnett, dated November 8

Commenting on wind turbine project. (File No. CK. 2000-5) **(Referred to Administration to respond to the writer.)**

9) Ann March, dated November 14

Commenting on wind turbine project. (File No. CK. 2000-5) **(Referred to Administration to respond to the writer.)**

10) Bonnie Simpson, dated November 14

Commenting on wind turbine project. (File No. CK. 2000-5) **(Referred to Administration to respond to the writer.)**

11) Tim Loncarich, dated November 15

Commenting on wind turbine project. (File No. CK. 2000-5) **(Referred to Administration to respond to the writer.)**

12) Inna Sadovska, dated November 9

Commenting on bus routes. (File No. CK. 7311-1) **(Referred to Administration to respond to the writer.)**

13) Debra Orne, dated November 12

Suggesting transit route changes. (File No. CK. 7300-1) **(Referred to Administration to respond to the writer.)**

14) Marshall Shaw, undated

Submitting petition of approximately 73 names in support of construction a sound attenuation wall on the north side of 22nd Street West, from Haviland Crescent to the west end of Mitchener Crescent. (File No. CK. 375-2) **(Referred to Administration to respond to the writer.)**

Items Which Have Been Referred for Appropriate Action
Monday, November 21, 2011
Page 3

15) Larry Cooper, dated November 9

Commenting on proposed rezoning – 811 29th Street West. (File No. CK. 4351-1) **(Referred to Administration for further handling and inclusion in rezoning hearing materials.)**

16) Rae Marie Gooding, dated November 10

Commenting on garbage collection. (File No. CK. 7830-3) **(Referred to Administration for further handling and inclusion in rezoning hearing materials.)**

17) Neil Block, dated November 15

Commenting on perimeter highway proposal. (File No. CK. 6000-1) **(Referred to Administration to respond to the writer.)**

RECOMMENDATION: that the information be received.

D. PROCLAMATIONS

1) Margaret Eaton, President, ABC Life Literacy Canada, dated November 8

Requesting City Council proclaim January 27, 2012 as Family Literacy Day. (File No. CK. 205-5)

2) Shannon Zook, Executive Director, Autism Services, dated November 8

Requesting City Council proclaim April 2, 2012, as Autism Awareness Day and April 2012 as Autism Awareness Month.

3) Craig Sled, President, Saskatoon Crime Stoppers, dated November 9

Requesting City Council proclaim January 2012 as Crime Stoppers Month. (File No. CK. 205-5)

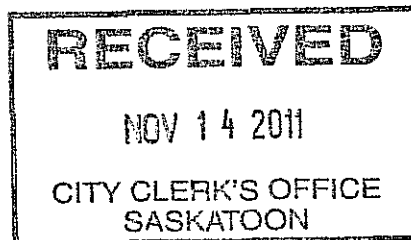
4) Brice Field, Saskatoon Diversity Network, undated

Requesting City Council proclaim June 9 to 19, 2012, as LGBT Pride Week. (File No. CK. 205-5)

- RECOMMENDATION:**
- 1) that City Council approve all proclamations as set out in Section D; and
 - 2) that the City Clerk be authorized to sign the proclamations, in the standard form, on behalf of City Council.

7830-5
AI)

From: CityCouncilWebForm
Sent: November 14, 2011 2:24 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Peter Gerrard
1904 Pembina Avenue
Saskatoon
Saskatchewan
S7K 1C3

EMAIL ADDRESS:

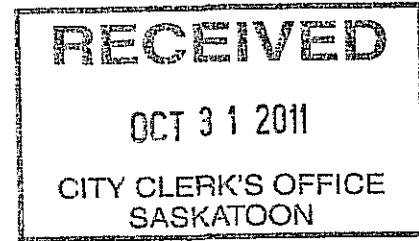
pgerrard@cosmoindustries.com

COMMENTS:

I am the Executive Director of Cosmopolitan Industries. Much was said or inferred about Cosmo at the Council meeting on November 7 and I would like to address Council on November 21 with respect to statements that were made.

7830-4
B1

From: CityCouncilWebForm
Sent: October 31, 2011 4:24 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Roger Lewko
4343 - 114 Avenue SE
Calgary
Alberta
T2Z 3M5

EMAIL ADDRESS:

RLewko@wajax.com

COMMENTS:

WATEROUS POWER SYSTEMS QUOTATION GEJ 2011-0204
City of Saskatoon - Utility Services
Landfill Gas Packaged Engine - Generator Systems
Contract No. 11-0660

Dear Sir or Madam,

Waterous Power Systems recently received notice from Mr. Dean Derdell, Purchasing Manager - City of Saskatoon that our proposal noted above has been rejected from consideration without evaluation. The reason given for the rejection was that our bid cannot be considered a firm price due to a US dollar exchange clause within the commercial section of our proposal. After reviewing thoroughly the Request For Proposal No. 11-0660 issued by the City of Saskatoon, we can't find any clear reference pointing in the direction of utilizing a fixed Canadian dollar pricing framework for a specific period of time.

In review of said RFP, the only applicable information that we can see is Instructions to Bidders (Material Supply) section 00205-5 - Rejection of Proposals, "The owner reserves the right to reject any or all proposals. Proposals that are incomplete, conditional, unbalanced, or obscure, or which contain alterations, additions or erasures may be rejected. Mr. Derdell argues that we have not provided a fixed price. Still, we feel that our pricing format of offering a firm price in Canadian dollars does provide full disclosure allowing the Owner to consider a fixed price, according to the following statement:

"This project is quoted in Canadian Dollars at the prices noted above using a Canadian / US currency exchange rate of 1.04. If accepted and an offer to purchase is tendered to Waterous Power Systems, the final price is subject to adjustment (and the purchaser is deemed to accept such adjustment) based on the exchange rate utilized by Waterous at time of order. US content is approximately 68% of the quoted price"

Furthermore, we would like you to consider the second paragraph of RFP section 00205-5 that states, "The owner has the right to waive any irregularity or insufficiency in any Proposal submitted and to accept the Proposal which is deemed most favorable to the interest of the Owner". It is our opinion that our bid format would fall under this section as the current

US to CDN dollar exchange rate allows for a savings to the City of Saskatoon in the order of ~\$40,000 from our quoted price due to a strengthened CDN dollar at today's rates.

It is important to note that we have been working with the City's Engineering Department and Consulting Engineers for more than one year's time developing the technical solution for this project. The project technical specifications largely incorporate technical parameters of the equipment we have sole Canadian distribution for in Landfill Gas Applications.

We feel that the rejection of our bid takes the best technical solution out of consideration and is not in the best interests of the City of Saskatoon for successful execution of this complex technical project.

Waterous Power Systems requests that the decision to reject our bid be overturned allowing our bid full and proper evaluation and consideration.

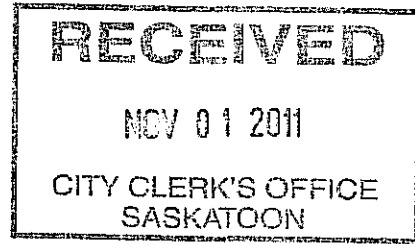
Thank you for your consideration to this matter.

Best Regards,

Roger Lewko, P.Eng.
Project Development Manager
Waterous Power Systems
(403) 835-6715

7830-4
(B2)

From: CityCouncilWebForm
Sent: October 31, 2011 9:56 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Graham Harrison
156 Stemwinder Dr
PO Box 113
Kimberley
British Columbia
V1A 2Y5

EMAIL ADDRESS:

gharrison@epsenergy.ca

COMMENTS:

EPSENERGY LTD
156 Stemwinder Dr
Kimberley BC
V1A 2Y5

Reference RFP 11-0660 Cogeneration System
To His Worship the Mayor and members of City Council
Your Worship and City Council Members,

At EPS we have submitted a proposal for the above project which we believe meets all of the requirements of the specification. We have submitted our bid without taking any exceptions to the scope, performance and technical requirements for this project. We included only one clarification and that is that there will be a price adjustment in the event the exchange rate has changed between the date of quotation and the date of contract award.

At EPS we were disappointed to be informed by your purchasing department that we are facing disqualification from the above tender based on this adjustment clause we included on page 4 of the proposal form. Gas engines that can run on landfill gas are manufactured outside Canada, which means that the cost of this equipment is subject to fluctuations in the exchange rate. As it is impossible to forecast currency movements it is prudent and common practice in the industry, to identify the currency in which equipment is being purchased, the exchange rate at the time of quotation, and index the sell price to this exchange rate. This will ensure that the customer will benefit should the cost of equipment go down and the seller is protected against a possible cost increase due to exchange rate fluctuations. Our bid clearly indicates the exchange rate used and any adjustment will only be on the EU content. This indexing is not provision to gain additional profits but purely a mechanism to ensure the lowest possible price to our customers, while protecting our sales margin. Whether the exchange is higher or lower the margin stays the same. As today's exchange rate is still the same as the exchange rate at the time of quotation, there is no adjustment necessary of our sell price. This indexing clause is normal practice in any industry where a high percentage of the equipment is imported whether it be from Europe, USA or elsewhere in the world.

In closing we ask that our bid is granted a second look. EPS is one of very few companies in NA that are fully dedicated to the CHP/biogas industry with services that range from engineering to equipment supply or even complete turn-key projects. The European products we bring to market are the best-in-class, achieving the highest efficiency rates of any engines in the world.

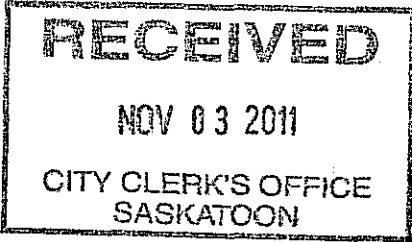
Should you wish to discuss this further, please do not hesitate to contact myself or Jan Buijk.

Yours sincerely Graham Harrison

Jan Buijk jbuijk@epsenergy.ca 416 804-2203

Graham Harrison gharrison@epsenergy.ca 250 908 3517

From: CityCouncilWebForm
Sent: November 03, 2011 4:42 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Crystal Sumner
211 865 Confederation Drive
Saskatoon
Saskatchewan
S7L 5P4

EMAIL ADDRESS:

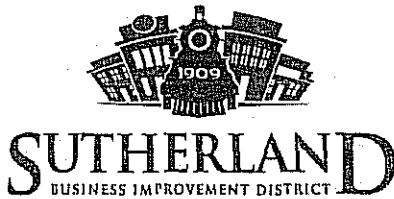
c.sumner@shaw.ca

COMMENTS:

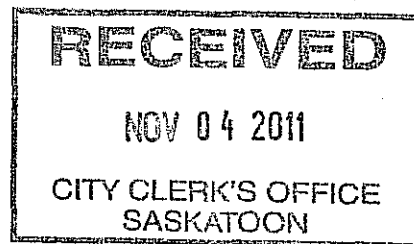
Dear Sir,
Please see the Pennco sign at the Borden Apartments on Confederation Drive here in the city.
The sign says "NATIVES" should apply at this building. Now is this racist or what?????

Crystal Sumner

225-18
(B4)



1000 Central Avenue, Saskatoon, SK S7N2G9
Telephone: (306) 477-1277 Facsimile: (306) 374-7198
www.sutherlandbid.ca



November 4, 2011

Office of the City Clerk
City of Saskatoon
222 – 3rd Avenue North
Saskatoon, SK S7K 0J5

Attention: Janice Mann

Dear Janice:

As Chair of the Sutherland Business Improvement District, I wish to inform you that I recently advised our Board of my intention to relinquish my position as representative on the City of Saskatoon's Municipal Heritage Advisory Committee. Although my time has been limited, I have enjoyed the discussion and gained a deeper appreciation of the issues this committee has embraced. At present, there is a lot of exciting activity occurring within our BID which continues to demand a significant amount of volunteer time on behalf of myself and our Board.

At our Sutherland BID Board of Management meeting, our Board sought candidates to represent our BID on this committee. I am pleased to announce that Ms. Janet Glow was approved by our Board and accepted our offer to act as our representative on the MHAC on behalf of the Sutherland BID. She has worked in the Sutherland area for over 10 years. Ms. Glow has a keen personal interest in heritage and has expressed a desire to participate on this committee, and believe she will bring a level of interest and knowledge that will serve this committee well.

I understand this change must be processed by City Council and would ask that Ms. Glow's appointment take effect as soon as possible. Should there be any future changes to this appointment, I will inform you at that time.

Sincerely,

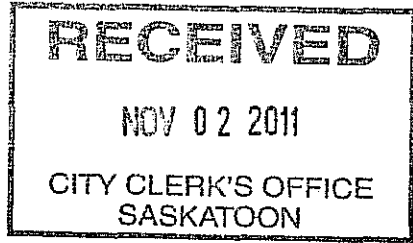
Sheldon Wasylenko, Chair
Sutherland Business Improvement District

cc: Sutherland B.I.D. 2011 Board of Management

C1)

6120-4-4

From: CityCouncilWebForm
Sent: November 02, 2011 12:04 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Carole Young
307 Ball Crescent
Saskatoon
Saskatchewan
S7K 6E3

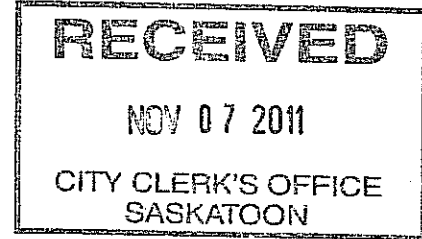
EMAIL ADDRESS:

gwyong@shaw.ca

COMMENTS:

The residential parking program in the City Park area is very extreme...for those of us who would need to be in that area for longer than two hours to do business or even just visit with family, we are up a creek. Certainly there can be some reasonable compromise made so that the rest of the citizens can access this area...or are they all paying such high taxes that they can be awarded a "gated" community status? I hope no one from that area ever wants to park on my crescent for a family celebration or to do help a neighbour build a fence. Please review this policy and put some mediocre sense into it.

From: CityCouncilWebForm
Sent: November 05, 2011 1:23 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Dinesh Kumar
1421-425 115th street East
Saskatoon
Saskatchewan
S7N 2E5

EMAIL ADDRESS:

kdinesh23@yahoo.com

COMMENTS:

Hello sir/Madam,
I have a question in mind to be asked, is our garbage being separated as paper or plastic waste at some point during waste recycling? I always feel my self like a criminal when I throw my waste. i would like to know how and where i can deposit my waste, plastic and papers, separately. Your reply in this regard would be highly appreciated.

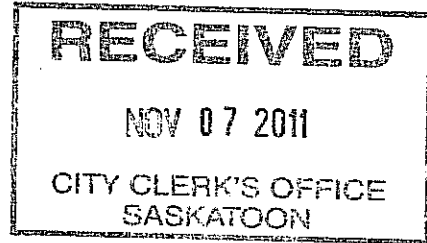
Thank you in anticipation.

Sincerely yours,

Dinesh Kumar

7310-1
C3

From: CityCouncilWebForm
Sent: November 06, 2011 7:33 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Robert Loyns
202-615 Lynd Cres
Saskatoon
Saskatchewan
S0K 2M0

EMAIL ADDRESS:

robloyns@hotmail.com

COMMENTS:

Dear Council Member

Several students that live in the Stonebridge area, find the current 17 bus route (to/and from the university) to be an inconvenience now and in the winter will make getting to and from the university almost impossible without having to start a vehicle. I feel that this defeats the purpose of having a bus route and it should be change to the way it was last year at this time.

The Things that are found to be an inconvenience include:

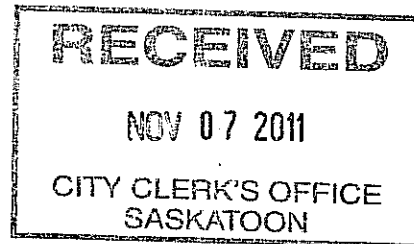
- Waitig for to Transfer to the 6
- Not having a simple bus schedule
- Waiting outside for a bus that may or may not come
- Bus stopping at the Home Depot and turning to go back the university making students walk what could be a substantial amount if weather was bad or if they live on the East end of Stonebridge.
- Waiting at the University for at 11:30 if done by 10:00
- Waiting for an hour if missed the bus at the Univrsity (ex. 11:30 to 12:30)
- Not having a direct route to the university if classes don't start till after 9:30

If there are any changes to the bus route it would be best to have the U of S email all students so that word moves faster then just by word of mouth.

Thank you for taking the time to read and consider the comments above.

7310-1
(C4)

From: CityCouncilWebForm
Sent: November 06, 2011 7:35 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Jenna Rempel
3151 Arlington Avenue
Saskatoon
Saskatchewan
S7J2K1

EMAIL ADDRESS:

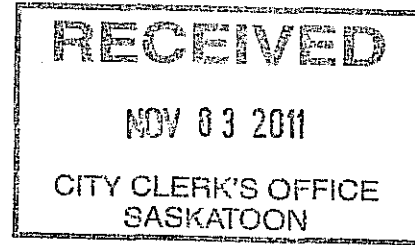
jeffbr@shaw.ca

COMMENTS:

My family lives in the eastview area. My daughter attends Montessori School located in the Circle Drive Alliance Church. With the current construction on Preston, and the detours in place, the Public Transit is no longer running down Preston Ave across Circle Drive and into or near the Circle Drive Alliance Church. There is still access by vehicle to the school through the detours but it is also no longer possible, nor safe, for my young daughter and I to walk across Circle Drive through the construction. So at this point in time and for the duration of the construction, I have been left with no way to transport my daughter to and from school. I am very frustrated with this situation and feel that the city should restore the route. It seems clear that the public transit could be running along the detour.

2000-5
CS)

From: CityCouncilWebForm
Sent: November 03, 2011 11:15 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Phyllis Schmidt
1535 Lancaster Blvd
Saskatoon
Saskatchewan
S7M 5G5

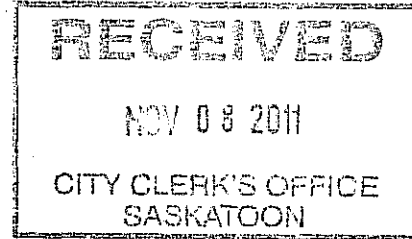
EMAIL ADDRESS:

COMMENTS:

I understand the City is considering putting a wind turbine near Montgomery Place. I live in Montgomery and am strongly apposed to having it near our homes. I understand it is helpful tool for the environment but not for my health and not for keeping the value of my house. I would not appreciate the health risks it can cause and also the noise it would cause. I understand the proposed site is near the dump, if you need to build one-- please make sure it's about 5 miles away from any house or any living person. Thank you.

2000-5
C6)

From: CityCouncilWebForm
Sent: November 07, 2011 7:29 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Donna Dent
3121 Dieppe Street
Saskatoon
Saskatchewan
S7M 3S3

EMAIL ADDRESS:

dentfamily@sasktel.net

COMMENTS:

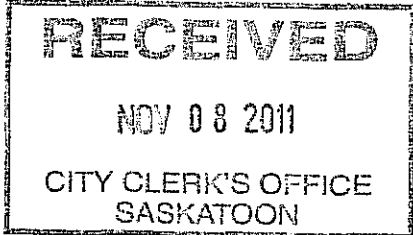
As a resident of Montgomery Place, I am concerned about how City Council has proceeded with the proposed wind turbine project. It is my understanding that no reports - feasibility, economic, environmental, health risks or otherwise - have been received and made public. It is beyond comprehension that City Council forged ahead with a decision that could very well impact an entire neighborhood not to mention have a detrimental effect on city finances based on no information.

I have a question - When have any of you seen a single wind turbine for use in a densely populated area? There must be a reason other areas in North America have wind turbine farms. I doubt the landfill could accommodate such a farm. Therefore, it appears to me that this wind turbine is being built solely for political reasons as a showpiece to announce "We're green here in Saskatoon!"

I strongly urge you to rethink this green folly of a project.

2000-5
C7)

From: CityCouncilWebForm
Sent: November 08, 2011 12:20 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Abe Berg
3139 Ortona Str.
Saskatoon
Saskatchewan
S7M 3R3

EMAIL ADDRESS:

gaberg@sasktel.net

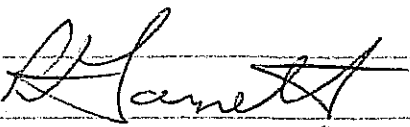
COMMENTS:

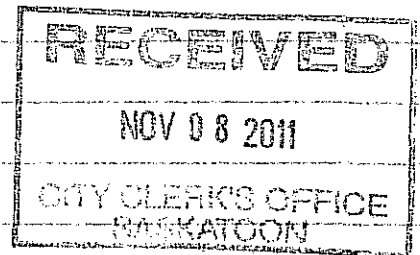
I am against the erection of the 80m wind turbine at the Saskatoon Landfill. No matter which so called expert opinion about possible noise problems is correct, the wind turbine is out of place within City limits. How does this turbine fit in with future plans to the southeast of the landfill. Locating the wind turbine in this area is another degradation for our neighborhood. We're not opposed to wind turbines but surely there are other more suitable locations.

2000-5
Nov 8, 2011
(C8)

Mayor Ron Atkinson + Saskatoon City Council

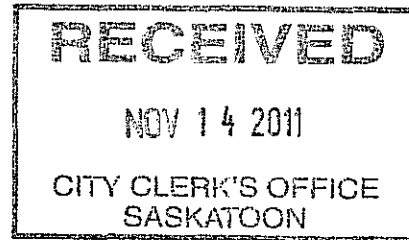
Please record ~~my~~ ^{our} opposition to the ~~best~~ erecting
of a wind turbine on the Saskatoon landfill
~~site~~
site or anywhere inside the City boundaries.


Ron Garnett
310 Gwenter Crescent
Saskatoon S7N 4P6
935-9913



2000-5
(9)

From: CityCouncilWebForm
Sent: November 14, 2011 11:48 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Ann March
3211 11th Street West
Saskatoon
Saskatchewan
S7M 1K2

EMAIL ADDRESS:

marchschaffel@sasktel.net

COMMENTS:

I am writing this note with regard to the wind turbine project that appears to be destined to be installed at the Saskatoon landfill.

I have 3 issues on which to comment:

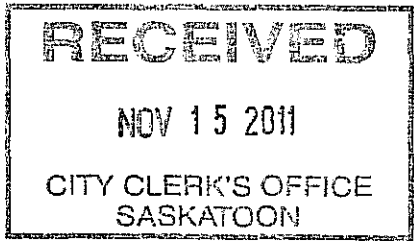
1. I am dismayed that the City intends to install this in an urban location. I wonder how it can be cost effective to install just one? After the soils engineering is done, and the infrastructure is in place...is there a plan to add another near this location after we all get used to this one? Why has no other city located one of these in an urban location?

2. So the number of birds and bats killed will be assessed after 2 years? We all know that these turbines kill birds and bats. There are lots of statistics available. Surely there is a better way to predict what will happen, when the worse times are for the poor things to have to take on the wind turbines. Surely there are people at the University here or elsewhere who could be engaged to approach this issue in a less cavalier manner? Those bats that soar and swoop through Montgomery and Holiday Park, and probably the rest of the City, have to be protected, not sacrificed. This fall I have seen flocks of Canada Geese flying directly over the landfill as they head south - can't the City be proactive about protecting the birds and bats, rather than just reactive?

3. It may be tempting to dismiss Montgomery and Holiday Park residents as 'NIMBY's. Well - considering these small neighbourhoods live with a major grain elevator, heavy truck traffic - to the elevator and to the train yards and to the highway and to Holiday Park industrial, the train station and yards and an impressive number of level train crossings, major disruptive road construction, a meat packing plant for decades, apparently the soon to arrive bus barns, oh and the landfill itself and the routes to the landfill (that in themselves can be nasty as many citizens of this City don't seem to bother to tarp their loads or bother to get their stuff all the way into the landfill) - our backyards are already pretty full.

2000-5
C10)

From: CityCouncilWebForm
Sent: November 14, 2011 8:52 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Bonnie Simpson
3148 Caen Street
Saskatoon
Saskatchewan
S7M 3N5

EMAIL ADDRESS:

2baddogs@sasktel.net

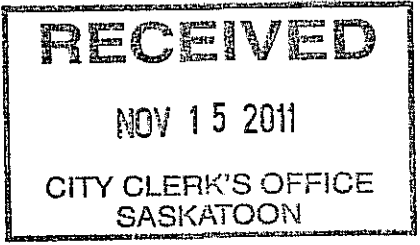
COMMENTS:

I live in the Montgomery neighborhood and I am submitting this letter to state that I do not want Wind Turbines erected at the City Waste Disposal yards. I am very concerned about the potential long term health risks and the noise.

Sincerely,
Bonnie Simpson

C11)
2000-5

From: CityCouncilWebForm
Sent: November 15, 2011 9:53 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:
Tim Loncarich
200 1st Street South
Wakaw
Saskatchewan
S0K 4P0

EMAIL ADDRESS:
tim@bidocean.biz

COMMENTS:

I applaud the City's desire to fund green energy projects but would like to caution against the landfill wind energy project and encourage the City to consider more feasible, less costly and less risky ideas for green energy development. I don't live in Saskatoon and have no stake in the issue but do want to see green energy projects be successful.

Contrary to what the City has been told, inaudible low-frequency sound (infrasound) is a very real issue and the 770 meters distance between the proposed site and homes is insufficient to ensure that residents don't experience adverse effects. The latest scientific research has clearly established the risks that were not previously well understood.

To resolve this issue I suggest that you replicate the peak sound of the turbine and then measure the infrasound in the nearest houses. Better to spend the money now to determine the real impact than spend it in law-suits or dismantling the turbine later.

While the wind generator would reduce further urban sprawl in the area, it would also remove the surrounding land from future tax rolls and reduce nearby property values and the corresponding tax revenue.

The sun shines more than the wind blows in Saskatoon so I suggest that the money be invested in solar panels instead of a marginal and potentially risky wind energy project. Photovoltaic panels are now down to \$1/watt when purchased from foreign manufacturers. Solar panels installed on the roofs of schools and city buildings not already equipped with solar would generate more power per dollar of investment than the wind energy project, with much less risk.

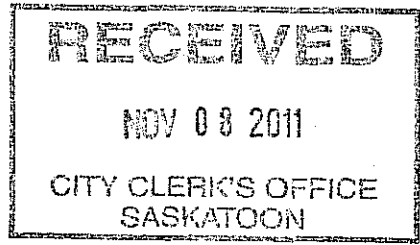
The Saskatchewan River is a tremendous source of energy that is available 24/7. Hydro-kinetic turbines placed on the river bottom could generate substantially more power than the wind project with much less risk.

I am not a power engineer but have an engineering background and have studied green energy for many years. My company tracks most green energy projects in North America and my customers include many of the leading green energy companies, so I do have some knowledge and awareness of this issue.

Please let me know if I can provide any additional information to help the Council make a sound decision that serves the best interests of the residents of Saskatoon.

7311-1
C12

From: CityCouncilWebForm
Sent: November 08, 2011 3:35 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Inna Sadovska
283C Arts Building, 9 Campus Drive
Saskatoon
Saskatchewan
S7N 5A5

EMAIL ADDRESS:

inna.sadovska.u@gmail.com

COMMENTS:

REQUEST LETTER

Dear Madam/Sir,

I am writing to you a request letter because finding an uncomfortable using some of the bus roots in city of Saskatoon.

I am a graduate student at the University of Saskatchewan. I do not own a car, so I do use the public transport. I live by the 8th Avenue North S7K 2X8. The city of Saskatoon has a two bus routes that are passing by my fence by the Warman Road, they are #70/80.

I and the neighbourhood dwellers that I meet at the bus stop on the 33rd street and Quebec crossing find it quite uncomfortable to walk that far distance.

The problem is that there is no bus stop on the part between 33rd Street and Circle Drive by the Warman Road. Therefore it takes 20 minutes to get to the nearest bus stop in the south or the north direction by Warman Road.

Personally for me it takes 5 minutes to get to the route 12 that goes to the city centre, where I am to take the other bus (e.g. 70/80) to get to the university. So, it is much easier to have at least one bus stop by the Warman Road.

The habitants of the North Park, Richmond Heights and Kesley-Woodlawn strongly recommend to satisfy their need. You are suggested to create and construct a bus stop by the Warman Road on the part between 33rd Street and Circle Drive on both directions.

The pedestrian crossing is also needed to allow usage of the bus. The pedestrian crossing is also needed to get to the neighbourhood mall by the circle Drive to the North Park and Richmond Heights habitants.

If the original purpose of the road does not allow to have a crossing and bus spot, it is reasonable to construct a underground tunnel or over road bridge for pedestrians. Also for

the bus stop can be used spare place in front of and next to the Ambulance Service and the space next to the railway that is not being used.

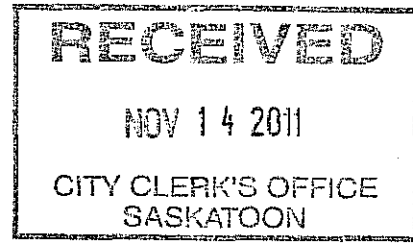
Looking forward to receive clear and reasonable answer from you in time according to the federal legislation.

Best regards,

Inna Sadovska

7300-1
C13)

From: CityCouncilWebForm
Sent: November 12, 2011 12:26 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Debra Orne
#23-3801 Chaben Place

Saskatoon
Saskatchewan
s7h 4e9

EMAIL ADDRESS:

orneinsask@gmail.com

COMMENTS:

I am a regular transit customer. The following are some suggestions I would like to make which I believe will increase bus ridership and improve service to transit customers in Saskatoon.

The half hour day service and the one hour evening service is not adequate to my needs and to most people I know who use transit. It would suit our needs more adequately if there were a bus every ten to fifteen minutes. We need the buses to run to at least 2:00 a.m. All night would be even better, providing safety to customers who work late.

We also need regular bus service running at least every half hour throughout the FULL extent of the city's north industrial area. Many unemployed people can get work there if they had adequate transit service available that lined up with all shifts of work. We also need all bus service to start at 5:00 a.m. if it can't run 24 hours.

Sunday busing needs to be upgraded to the regular week day service schedule. The downtown transit terminal is not safe, especially after dark. The physical appearance of that terminal is an embarrassment.

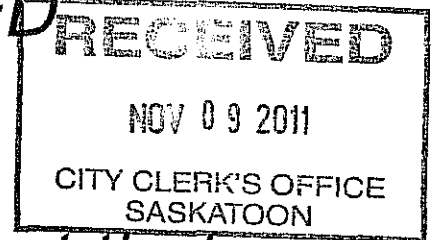
We also need bus service closer to our homes and work, services and shops. Many bus riders aren't able to walk the long distances now required in order to get to a bus stop.

I am certain that many more people in Saskatoon would use the transit if our bus service was more like Calgary or Edmonton bus service.

If the transit service had major improvements, more people would ride the bus instead of driving cars. The increase of customers would increase the money transit gets so there would be no need to increase fares.

Sincerely, Debra Orne

**PETITION TO HAVE A SOUND
WALL CONSTRUCTED**



We the undersigned, request that a sound wall be constructed on the North Side of 22ND Street West beginning at the first homes on Haviland Cres., continuing west past Tache Cres., Langevin Cres., Dickey Cres., and ending at the west end of Michener Cres. We request that construction of this sound wall begin in the spring of 2012 as soon as weather permits.

*presented at Ward 3
mtg by Marshall Shaw*

HAYLAND CRES
NAME

ADDRESS

DATE

ADDRESS	NAME	DATE
254	Ryan Hunt Alia Mahe	Oct 24/11 Oct 24/11
x262		
266	Sylvia Antkewich	Oct 24/11
270	Lorraine Kleinbigner	Oct 24/2011
274	Susan Colant April Colant	Oct 24/11
337	Tony Miller Debra Huber	Oct 24 Oct 24
341	Robert M. Bowler	Oct 24
345	Ernestine Ridgeway Marshall Shan	" " Oct 24
349	Dominic Shan John P. Sandomers	Oct 24/11 Oct 24/11 Oct 24/11
401		
405	Cory Worth	Oct. 24/11
409	Kate & Wayne Slater	Oct 24/2011
413	Janne Breit, Clint Demow	Oct 24/2011
417	B. M. Ginn PAT MEGINNIS	Oct 24/11
421	Jodyln Water Peter Waters	Oct 24/11.
258	Mari Liss	Oct 29/11

TACTIC CRES

ADDRESS

NAME

DATE

134

Jarvis Stewart

Oct 29/11

202

Darla & Romeo Kluge
~~H. DODIA~~

~~Oct~~ Oct 25/11

206

Nicole Cui
Brad Avi

Oct 25/11

210

Bowie & Brad Boehler

Oct 25/11

Oct 29/11

214

~~218~~

222

Joe & Fred Vanderleg

Oct 23/11

226

Ale Blair
Crystal Wagner

Oct 25/2011

Oct 25/2011

230

~~234~~

238

H. DODIA

10/25/11

242

238 TACTIC CRES
Raymond, Raymond

10/29/11

246

250

Robert Whittem
Lorie White

Oct 29/11

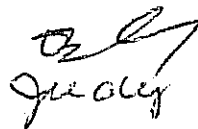
302


306

Steve Ethel Sinclair

Oct. 29/11

LANE VIN CREEK

ADDRESS	NAME	DATE
134	Laura McLennan	Oct 29/11
202	Stewart McLennan	Oct 29/11
206	Amy Stein	Oct 29/11
208	Jarrid Jepsen	Oct 29/11
210	Rod Fiddler	Oct 29/11
214		
218	 Judy Bowkowsky	Oct 29-11 Oct 29-11
222	Hina Faryeduddin	Oct 29/11
224		
226	Isabelle Noble Azalee	Oct 29/11
228	Jonathan Amy, Mayhew	Oct 29/11
232	Jessica W Joan King	Oct 29/11
234		
238	Jimmy Graham, Jeff Graham	Oct 29/2011
242	Jane Rudinsky, Victor Rudinsky	Oct 29/2011
246		
250	b Higginson, K. Betts	OCT 29 2011
254		

ADDRESS	LARGE UN CRES NAME	DATE
258		
262	 Kevin Noble	Oct 29/11
266		
302	Dave Terry N 17	Oct 29/11
302		

DIARY PAGES

ADDRESS

NAME

DATE

130

[Signature]

2011-10-29

202

Shawn Burns / Tamigreene

2011-10-29

206

210

214

John + Diane Robinson

Oct 29/2011

218

[Signature] Chad Fontaine

OCT 29/11

222

[Signature] JOY STONE

Oct. 29/11

226

(344 resident)

[Signature] Diane Freeman
[Signature] Tracy R. McCall

Oct. 29/11

230

* 234

238

242

246

Sherma Frehlich.

Oct 29/11.

250

Ely P. Lagano Jr. - Anna S. Lagano

Oct 29/11

302

306

McHENRY CRES

ADDRESS

NAME

DATE

135

~~John~~ McHenry

Oct 29/11

139

203

207

211

Storin Shoshi
Matt McCrack

Oct 29/11

Oct 29/11

213

Carla Shoshi

Oct 29/11

~~215~~

219

~~221~~

223

227

Allen & Jackie Bette

Oct 29/11

229

231

235

237

239

Walter Ford / Rick Boatcher

Oct 29/11

Renny Sner / Mickey Sner

Oct 29/11

241

Roufesse

Oct 29/11

243

303

307

Krystal Mayo / Jason Mayo

Oct 29/11

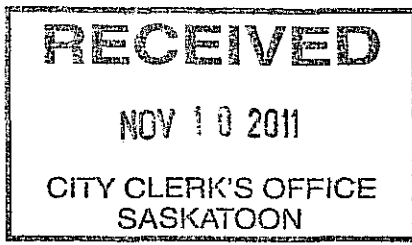
311

~~John~~ / Linda Puller

Oct 29/11

C15)
4351-1

From: CityCouncilWebForm
Sent: November 09, 2011 10:00 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:
larry cooper
2233 hanselman avenue
saskatoon, sask.
saskatoon
Saskatchewan
s7l6a7

EMAIL ADDRESS:
lrcooper@hotmail.com

COMMENTS:
reference rezoning 811-29th st. west

Larry Cooper
2233 Hanselman Avenue
Saskatoon, Sask.
S7L6A7

Date: September 16, 2011
Reference: Dance Inc./Shotokan karate club Saskatoon
Attention: Office of the City Clerk
City of Saskatoon

It has recently come to my attention that there is some controversy over a new martial arts/dance school and fitness center opening at 811 29th street West, Saskatoon.

I wish it to be known that I have no personal interest in this facility other than a possible place to practice martial arts/physical fitness and it will not personally affect me in any way if this facility opens in this area or not. I have practiced and taught martial arts for many years but am currently not actively instructing, but I do have a small group of former students that may be looking for a family setting to continue their training. With this in mind I have paid one visit to the facility on September 6, 2011. The head instructor gave me a tour of the facility and explained their courses, schedules and fee structure with an offer of a group or family rate if a small group of us joined together.

I was told that the facility was now open for classes and was able to observe a small class of young women practicing. The instructor informed me that the facility and location had

received approval from the city of Saskatoon to operate on a short term basis until their formal license and approval was received by the end of September. He further informed me that the city was in agreement with the facility opening at this location and wanted to support his expansion into this area.

Following my tour of the facility I stopped to visit friends that live in the immediate neighbourhood and upon telling them of my visit to the martial arts studio they informed me of some considerable resistance to the concept based on several factors relating to its impact on the neighbourhood. Based on my visit and tour of the facility I expressed my opinion that it was probably too late to resist the business since I had been advised that it had already received city approval and was currently in operation.

Since it is not my desire to impose on the residence of the neighbourhood I have reconsidered and will not be joining this club. I have since been asked if I would be willing to offer a written statement attesting to the information as described above. This information is true as it was presented to me by the head instructor of the Shotokan Karate Club Saskatoon, so I therefore have no objections to offering this statement.

Finally, I want to repeat my opening statement that I have no vested interest in this facility or in the neighbourhood and will not in any way be personally affected whether it continues operation or not.

Sincerely,

Larry Cooper

Larry Cooper
Owner/Manager
Scientific Instrumentation Ltd.
Saskatoon Machine Works Limited
KORYO TAEKWONDO ACADEMY
2233 Hanselman Avenue
Saskatoon, Sask.
S7L 6a7

Reference: Rezoning proposal 811 29th Street West

Attention: Danny Gray, Planning and Development Branch
City of Saskatoon, Community Services Department,
Date: November 3 2011

Introduction:

My name is Larry Cooper. I have been invited to speak to the issue of rezoning 811 29th street west to accommodate a martial arts/dance studio operation. I have been a business owner/manager in Saskatoon for more than thirty years. In addition to my commercial business interests, I have also been involved in the business and sport of martial arts for more than 30 years. During this time I have operated a for profit business offering martial arts training in the city of Saskatoon at 5 different business specific locations in addition to providing training at several community centers. I currently have no business interest in offering martial arts training and have no vested interest what so ever in the operation of a business at the 811 29th street location. I strongly support martial arts training as being a positive benefit for young and old alike in the proper business or recreational setting. My interest in this application is solely to provide my professional opinion as a business owner as to the viability and neighbourhood impact at this specific location.

I first became interested in this martial arts school on September 6 at which time I responded to an advertisement for classes at the 29th street location. My interest was in transferring several of my students to a suitable school since I no longer have the time to commit to ongoing instruction. After a tour of the facilities and discussions with the head instructor I became aware that there was some controversy within the immediate neighbourhood and a concern about the impact the school would have on the neighbours. I investigated the concerns and determined that I could not in good conscience recommend that my students attend classes at this location.

The Business Case

Having operated a "for profit" martial art business in Saskatoon and surrounding districts for more than 25 years I have considerable experience in the requirements of operating such a business. During this time I have rented or owned space in 5 different commercial/industrial locations, rented space in 6 recreational facilities and taught classes for several community associations using school gymnasium facilities. In searching for rental space over the years I utilized the services of professional real estate agents to investigate properties

including those in primarily residential settings. In each case based on the advice and due diligence of the real estate agent and on my own experience I declined to locate in the residential neighbourhood for business, ethical and common sense rational. Following are some of the reasons that this rational should apply to rejecting the application for rezoning the 811 29th street location to allow martial arts and dance class instruction.

1. A very conservative estimate of income and expenses for this location would demonstrate that at least 200 students/clients are necessary to make it a financially viable operation.

2. With this type of enrolment required the business will be marketing very hard to use every possible opportunity to use the facilities for the maximum number of hours per day.

This is plainly in evidence from the advertising to date for:

Martial arts classes

Fitness classes

On site facilities for "childcare" type services including cooking facilities to prepare lunches and to do homework.

Dance classes

Late night staggette parties

3. From my own business experience we offered martial arts classes, self-defence and fitness classes, an archery range, rented the facility for 3rd party dance instruction, hosted children's parties and special functions and basically anything else that was related to bring in enough paying customers to utilize the space and make a profit. With all of that is was still marginal. Basically a standalone facility must operate for extended hours to make even a conservative profit.

4. Based on even 200 students that will practice 3 times per week, there will be close to 100 additional vehicles stopping, dropping off and picking up students in the area immediately surrounding the facility.

5. Students and members of a martial arts club typically select the club based on their preference of a martial art and the instructor as priorities over the location, with the quality of facilities also being an important factor. For the proposed facility to be a success it will have to appeal to a broad selection of clients outside of the immediate neighbourhood. When we moved our location, the members followed. There was never a time when we had a core of members from any one district, but rather always served a client base that stretched across the entire city and extended to outlying communities. For this facility to be successful, the vast majority of members will not be from within the Westmount community, let alone the immediate neighbourhood. The residence close to the facility will undoubtedly pay the price of inconvenience in exchange for almost no direct benefit to them.

6. Adult classes are attended by people requiring parking, and children's classes require drop off and pick up, plus most parents exercise the option to watch the classes which also requires close proximity parking.

7. Even a small class of 20 young children running out to their cars after dark represents a significant hazard to themselves and to drivers in the area. That's precisely the reason there is a 30km per hour speed limit in school zones, but there will be no such protection in this location.

8. On a typical summer evening I would have a group of anywhere from 2 to 10 parents and students standing outside our facility visiting and many of them smoking. I don't think this is desirable in a quiet residential setting.

9. While martial arts classes are not typically noisy by many standards, there is a large component of the "awe inspiring " yells and screams that we are all familiar with and most instructors will take considerable pride in teaching their students the self-confidence to exercise their lungs in a very healthy and vocal manner during the classes.

One of my industrial neighbours complained about our lunch hour classes to the point where I cancelled them and then relocated in the interest of being a good community neighbour, and this was in an commercial/light industrial zoned district.

10. Martial arts instruction is traditionally about respect, courtesy and consideration for others. I could not in good conscience even considering opening and operating a martial arts training center for children where I would be in immediate conflict with my neighbours.

11. The martial arts and dance instruction needs of this area are already very adequately served by community facilities and not for profit organizations operating from community facilities, and in many cases by for profit organizations operating from established facilities in commercially zoned districts.

Conclusion

I fully support the values of offering martial arts instruction and practice to young and old alike as a form of recreation, physical and mental fitness and instilling a sense of community and social values into our youth. That's precisely the reason that our communities spend considerable money on providing public recreational facilities. For those wishing to take it a step farther to operate "for profit" businesses, there are many opportunities in commercial and industrial settings.

Having been in the martial arts business for many years I can appreciate the desire of the owners to establish a business that they love in a low cost facility. It does however concern me that the facility will be established in direct confrontation with the wishes of the residents of the area. This is not consistent with good business practices nor with the established tenets practiced by most martial arts organizations.

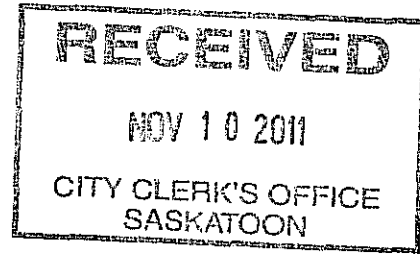
I believe the proposed facility cannot offer a viable service to it's members without posing a significant and ongoing disruption to the lives of the residents in the immediate vicinity. In addition, it could very well pose a safety risk to it's members by operating in an area that was never designed or intended for this type of activity.

Sincerely,

Larry

7830-3
C16

From: CityCouncilWebForm
Sent: November 10, 2011 9:51 AM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Rae Marie Gooding
2811 20th Street West
saskatoon
Saskatchewan
S7M 1B9

EMAIL ADDRESS:

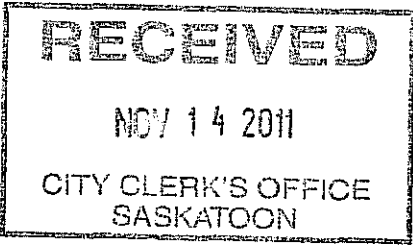
rgooding@merchantlaw.com

COMMENTS:

I supported garbage collection on the street when I was asked. Now I find out that during the winter hours garbage is collected every two weeks. Our neighborhood had bins out on the 9th and all bins were full. What are we supposed to do? My bin is full and now I have two more bags to put in the bin. I will be checking whether you are charging me less for garbage pickup during the winter, I hope so. It was not made clear, at least to me, that winter hours were different. I don't suppose these comments will make a difference to the schedule and hope I am not the only one voicing concerns. If I could revote, I would support back alley pickup.

6000-1
C17)

From: CityCouncilWebForm
Sent: November 11, 2011 2:24 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

neil block
3341 ortona st
saskatoon
Saskatchewan
s7m 3r7

EMAIL ADDRESS:

nblock1@sasktel.net

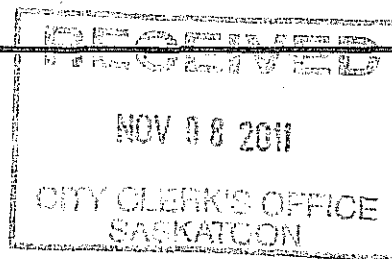
COMMENTS:

the perimeter highway proposal is good ... but... needs to proceed past Hwy 14 and continue all the way to Hwy 7. Otherwise the perimeter will not include access to Hwy 7 but become a 'T' at Hwy 14,(22nd St.) not good.

Right now it would be wonderful if the Dalmeny Road would bypass the Walmart choke point and run behind Walmart, effectively connecting Hwy 7 and 14 with the Dalmany Rd. Truckers curse saskatoon's roads which all force them to enter the city to mingle with the rest of commuter traffic. The Walmart street is the main highway from 7 and 14 and should be a service road not the main highway!

thx
sincerely
Neil Block

From: Web E-mail - Mayor's Office
Sent: November 08, 2011 11:07 AM
To: Web E-mail - City Clerks
Subject: Request for Proclamation
Attachments: Proclamation of Family Literacy Day.pdf



From: communications intern [<mailto:intern@abclifeliteracy.ca>]
Sent: Tuesday, November 08, 2011 10:57 AM
To: Web E-mail - Mayor's Office
Subject: [SPAM] - Request for Proclamation - Found word(s) free adult in the Text body

Dear Mr. Atchison:

On January 27, 2012, thousands of Canadian families will celebrate Family Literacy Day[®], an annual initiative that celebrates adults and children reading and learning together, and encourages Canadians to spend at least 15 minutes enjoying a learning activity as a family every day.

ABC Life Literacy Canada invites you to officially recognize the day in your community by proclaiming January 27th as Family Literacy Day. An official recognition of the day will serve to underscore your commitment to an issue that is important to your community.

ABC Life Literacy Canada created Family Literacy Day in 1999 to increase public awareness of the importance of adults and their children enjoying learning activities together on a regular basis. In doing so, both child and adult are better prepared to succeed in a world of increasing literacy challenges at home, at work and in the community. By raising awareness of the need of ongoing literacy-building and learning, Family Literacy Day makes its contribution to addressing the reality of how low literacy affects more than 40 per cent of adult Canadians.

This year we will celebrate 14 years of Family Literacy Day by encouraging Canadians to take a learning journey. We know that parents lead very busy lives, but the time spent reading and doing literacy-related activities with children is hugely beneficial. Several of our day-to-day activities offer learning opportunities, and we want parents to embrace those learning opportunities to ensure their families are learning every day.

ABC Life Literacy Canada encourages you to attend a local event and support the literacy cause. For a list of events in your area, please visit <http://abclifeliteracy.ca/fld/events/>.

Please find attached a sample template of the proclamation. If you would like additional information or logos, please visit www.FamilyLiteracyDay.ca.

Thank you in advance for supporting this national initiative whose objective is to encourage Canadians to build a tradition of lifelong learning.

Sincerely,

Margaret Eaton

President, ABC Life Literacy Canada

--

Giovana Chichito

ABC Life Literacy Canada

Tel: 416-218-0010 x133/ Toll Free: 1-800-303-1004 x133

Twitter: http://twitter.com/Life_Literacy

Facebook: <http://www.facebook.com/pages/ABC-Life-Literacy-Canada/365236095930?ref=mf>

Proclamation of Family Literacy Day

WHEREAS solid literacy skills are vital to our social and economic development as a [province / city / town / municipality];

AND WHEREAS research shows that parents have a strong influence on the literacy development of their children;

AND WHEREAS family literacy programs serve to secure a solid learning foundation for our children;

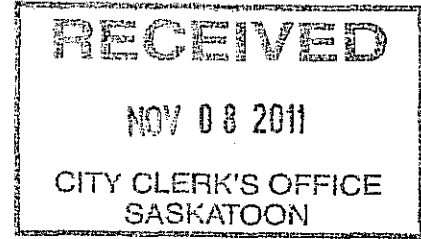
AND WHEREAS family learning helps maintain the literacy levels of adults and encourages the development of lifelong readers and learners;

NOW THEREFORE, I [official's name and title] do HEREBY PROCLAIM January 27 as "**Family Literacy Day**" in the [province / city / town / municipality] of [name of province / city / town / municipality]

[signature and name of official]

Da)
205-5

From: CityCouncilWebForm
Sent: November 08, 2011 2:29 PM
To: City Council
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Shannon Zook
Autism Services
609 25th Street East

Saskatoon
Saskatchewan
S7K 0L7

EMAIL ADDRESS:

szook@autismservices.ca

COMMENTS:

To: The His Worship the Mayor and Members of City Council

From: Shannon Zook (formerly Friesen), Executive Director
Date: November 7, 2011

Re: Request to declare April 2012 Autism Awareness Month in Saskatoon

Introduction

On April 2, 2008 the United Nations General Assembly declared the day World Autism Awareness Day. In keeping with the increasing need to spread awareness about Autism Spectrum Disorders, Autism Services a Saskatoon based not for profit charitable organization would like to request that Major of the City of Saskatoon declares the month of April 2012 Autism Awareness Month in Saskatoon

In 2007, April 2nd was named World Autism Awareness Day (WAAD) by a resolution adopted by the United Nations General Assembly encouraging all member states to take measures to provide awareness about autism throughout society and to encourage early diagnosis and intervention. WAAD activities around the world help to increase knowledge of the autism epidemic and impart information on early diagnosis and early intervention. WAAD also celebrates the unique talents and skills of persons with autism. It is a day when individuals with autism are welcomed and embraced in community events around the globe.

Background Information

Autism Services is a Saskatoon based charitable organization, dedicated to providing advocacy, support, education, recreational, social and residential programs and services to individuals with autism spectrum disorder, and their families. Our agency is operated by a 12 member volunteer Board of Directors and we currently have a membership of 506 individuals and families.

What We Do:

1. Family Support Programs
 - o Direct Parent/Client Support
 - o Parent Education Sessions
 - o Parent Information/Support Groups
 - o Sibling Education/Support Groups

2. Direct Client Service Programs
 - o Autism Intervention Program
 - o Recreation Programs for Children/Youth/Adults
 - o Social Programs
 - o Therapeutic Programs
 - o Summer Day Program

3. Residential Home Operations

4. Other Services
 - o Advocacy Initiatives
 - o Education
 - o Resource Centre
 - o Quarterly Program Guide
 - o Emailed Newsletter
 - o Website Resources

Our Vision for Autism Awareness Month

On April 2, 2012 we will be encouraging our 506 members to spread autism awareness throughout the Saskatoon community by wearing blue on April 2nd and wearing autism awareness stickers during the Month of April. The stickers which we will provide to them, will invite others to "Ask Me About Autism" allowing our members and the people who support them to raise awareness and educate others about the need for ongoing treatment and support for individuals with autism and their families.

On April 14, 2012 we will be hosting our 14th Annual Spring Gala which aids Autism Services in raising awareness about autism and raising funds for our programs which provide programs and services for individuals with autism and their families.

Draft Proclamation

Whereas autism affects all persons regardless of race, religion, socio-economic status or geography;

Whereas the incidence of autism in the United States is 1 in 110 children and 1 out of every 70 boys. Canada does not track autism data but rates appear to have increased similarly around the globe;

Whereas 1 out of every 166 children enrolled in Saskatchewan Schools has an autism spectrum disorder.

Whereas on December 18, 2007 the United Nations General Assembly adopted resolution 62/139 World Autism Awareness Day by unanimous consent, encouraging UN Member States to take measures to raise awareness about autism throughout society and to promote early diagnosis and early behavior intervention

Whereas the resolution designates World Autism Awareness Day as a United Nations Day to be observed every year starting in 2008 to raise global awareness of autism;

Whereas the aims for World Autism Awareness Day are to inform the general public about the global health crisis of autism, stress the importance of early diagnosis and early intervention, and to celebrate the unique talents and qualities of individuals with autism;

Now, therefore, let it be resolved that the City of Saskatoon implements the ideals of World Autism Awareness day in Canada on April 2nd in perpetuity, while also declaring the month of April 2012 Autism Awareness month.

Thank you very much for your consideration of our request.

Sincerely,

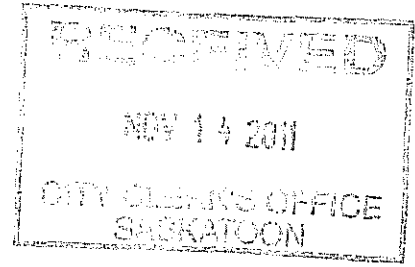
Shannon Zook
Executive Director
Autism Services

205-5

SASKATOON **CRIME STOPPERS**

1-800-222-8477

D3



Wednesday, November 9, 2011

His Worship the Mayor and
Members of City Council
City Hall
222 Third Avenue North
Saskatoon SK
S7K 0J5

Dear Mayor Atchison,

Re: January is Crime Stoppers Month / Saskatoon Crime Stoppers - 25 Years

The idea of Crime Stoppers month was officially adopted at the annual Crime Stoppers International Training Conference in Edmonton in September of 1986. Since then, programs around the world have been encouraged to mark January as Crime Stoppers Month. January 2012 will also commemorate 25 years of operation for Saskatoon Crime Stoppers.

Since inception, in 1987, Saskatoon Crime Stoppers has received more than 22,520 tips leading to the recovery of almost \$8.2 million in stolen property and drugs. With 3,954 cases cleared and 1,953 arrests, Crime Stoppers is a valuable asset to our City.

The Crime Stoppers Volunteer Board of Directors respectfully asks His Worship and members of City Council to declare January 2012 as Crime Stoppers month. Your declaration will strengthen partnerships between the community, law enforcement, and local media in our resolve to continue solving crime.

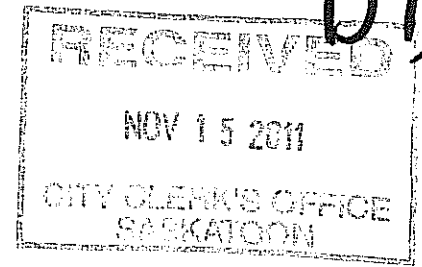
Thank you for your consideration.

Sincerely,

Craig Sled
President
Saskatoon Crime Stoppers

Crime Doesn't Pay... Crime Stoppers DOES!

Attention: His Worship Donald J. Atchison and Saskatoon City Council
Saskatoon City Clerks Office
222 Third Avenue North
Saskatoon, SK S7K 0J5



My name is Brice Field and I am the Chair of the Saskatoon Diversity Network. The Saskatoon Diversity Network is a volunteer-driven non-profit organization which serves the lesbian, gay, bisexual, transgender, transsexual, intersex, two-spirit and queer community. We exist to raise awareness of queer community and culture by facilitating, organizing, promoting, and presenting a queer pride festival.

This annual week-long festival provides an accessible space in which to celebrate queerness, fosters community pride, and raises awareness of queer culture within the greater Saskatoon and Saskatchewan population. SDN cultivates community support and partnership within and outside of the queer community; we encourage and promote involvement in SDN, the festival, and the queer community by individuals and organizations. SDN is committed to a network of pride organizations on a regional, national, and international level.

This year the 2012 Saskatoon Pride Festival will take place from June 9th to 16th at various locations throughout Saskatoon. The festival concludes with the ever popular Pride Parade and Community fair. The Pride Parade will be Saturday June 16th and will begin at 1pm. The Saskatoon Diversity Network would like to invite his Worship Don Atchison to be the official Grand Marshal of the 2012 Saskatoon Pride Parade. We would also like to invite all of city council to join our Mayor and participate in the 2012 Saskatoon Pride Parade. As Chair of the Saskatoon Diversity Network, and on behalf of the SDN Board and the Lesbian, Gay, Bisexual and Transgender [LGBT] community of Saskatoon, we also respectfully ask that the City of Saskatoon declare Saturday June 9th through Saturday June 19th 2012 to be LGBT Pride Week in conjunction with the 2012 Saskatoon Pride Festival and allow the LGBT Pride Flag to be flown in front of City Hall.

This year Calgary Mayor Naheed Nenshi was the first Calgarian Mayor to march in the Calgary Pride Parade. Mayor Nenshi was quoted saying "It's important for this community to be welcoming of everyone, and as mayor, I think it's important for me to be mayor of everyone," As a former Calgarian myself, it filled me with joy to see my former home take such a progressive and positive step forward. The Saskatoon Diversity Network would be thrilled if his Worship Don Atchison and all of city council will follow Mayor Nenshi's lead and show that Saskatoon is a city that is welcoming to all and help us celebrate diversity within this great city.

The Pride Festival is no longer a festival just for the Queer population, but a festival for all to rejoice in the diversity within our friends, families, work places and society. A festival where we embrace & celebrate realities different from our own.

Pride Week is a time of celebration, a time to acknowledge the accomplishments of the past year and showcase our unique and vibrant community to the world. It is a time to reflect on our history remembering how far we have come. It is also a time to recognize that there is still work to be done in the fight for true equality for our queer family throughout the world.

For more detailed information about this year's Pride Parade please contact myself at brice@saskatoonpride.ca

Thank you

Brice Field

A handwritten signature in black ink that reads "Brice Field". The signature is written in a cursive, flowing style with a large initial "B".

Chair

Saskatoon Diversity Network