



## **ADDITIONAL AGENDA ITEMS**

### **REGULAR BUSINESS MEETING OF CITY COUNCIL THURSDAY, AUGUST 21, 2014, COUNCIL CHAMBER**

#### **2. Confirmation of Agenda**

##### **Recommendation**

That the agenda for today's meeting be amended by adding the following matters as outlined in this document:

1. Requests to be heard/present:
  - a) Myra Potter, United Way to Consent Item 7.10
  - b) Dave Hunchak, Children's Discovery Museum to Consent Item 7.23; and
  - c) Ken Homenick, Cosmo Industries Ltd. to Administrative Report 8.1.3.1
2. Consent Agenda Items 7.1 – 7.24; and
3. Reports from Administration and Committees as outlined in Section 8

#### **7. Consent Agenda**

- |     |   |        |
|-----|---|--------|
| 7.1 | Proposed Renaming Request   | [PDCS] |
| 7.2 | Exception to Animal Control Bylaw to Allow Dogs in Rotary Park in Fenced Area for PotashCorp Fireworks Festival Event | [PDCS] |
| 7.3 | Trains Carrying Oil through Saskatoon   | [PDCS] |
| 7.4 | Transport of Dogs and Cats in Truck Beds  | [PDCS] |
| 7.5 | Bike Valets for Festival Attendees – Hooded Meters  | [PDCS] |
| 7.6 | Mortgage Flexibilities Support Program – Innovative Residential Inc. – 102 Manek Road                                 | [PDCS] |
| 7.7 | City Centre Plan – Implementation and Priority Strategy   | [PDCS] |
| 7.8 | Affordable Housing Policy Options   | [PDCS] |

- 7.9 Developer Funded Affordable Housing Tax Sponsorship Program – Innovative Residential Inc. [PDCS]
- 7.10 Pleasant Hill Village – Status and Funding Update [PDCS]  
\* **Speaker – Myra Potter**
- 7.11 Meewasin Valley Authority Financial Statements, March 31, 2014 [Finance]
- 7.12 Business Improvement Districts 2013 Financial Statements [Finance]
- 7.13 New Building Canada Fund and Federal Gas Tax Fund [Finance]
- 7.14 Request for Lease Buyout – Motor Grader for Public Works [Finance]
- 7.15 Expansion of School Zone – 20<sup>th</sup> Street between Avenues M and O [Transportation]
- 7.16 Permanent U-Pass Program with Saskatchewan Indian Institute of Technologies [Transportation]
- 7.17 Inquiry – Councillor P. Lorje (July 18, 2012) – Establishment Of “Park-and-Ride” Sites in New Neighbourhoods [Transportation]
- 7.18 2013 Annual Report – Saskatoon Environmental Advisory Committee [EU&CS]
- 7.19 Education for Sustainable Development 2014 [EU&CS]
- 7.20 Water and Wastewater Utilities Capital Funding Reallocation [EU&CS]
- 7.21 Resolution, Enforcement of Westray Amendments to Canada’s Criminal Code, United Steelworkers, June 16, 2014 [Executive]
- 7.22 2014 Capital Budget Adjustment Request – Provincial Integrated Traffic Unit Vehicles, Board of Police Commissioners, Joanne Sproule, Secretary, August 11, 2014 [Executive]
- 7.23 Mendel Re-Use: Children’s Museum Agreement to Lease and Program Services [Executive]  
\* **Speaker – Dave Hunchak**
- 7.24 Remail Modern Art Gallery of Saskatchewan / River Landing Parkade [Executive]

**Recommendation**

That the Committee Recommendations contained in Consent Agenda items 7.1 – 7.24 be approved.

**8. Reports from Administration and Committees**

**8.1 Administrative Reports**

**8.1.3 Corporate Performance Department**

8.1.3.1 New Contracts with Cosmopolitan Industries Ltd. [File No. CK. 7830-5 x 4215-1]

*\* Speaker – Ken Homenick*

8.1.3.7 Purchase of Land for Civic Operations Centre Project  
[File No. CK. 4020-1 x 600-27]

**Recommendation**

1. That the Real Estate Manager be authorized to purchase the vacant land south of the Montgomery Place neighbourhood from the Canadian National Railway Company at a total purchase price of \$426,880;
2. That the City Solicitor's Office administer the required documentation to complete this transaction; and
3. That the Property Realized Reserve be used as the interim funding source for the purchase price, including legal, administrative costs and disbursements.

**8.3 Standing Policy Committee Reports**

**8.3.2 Finance**

8.3.2.1 Proposed Risk Base Management Program  
Internal Audit Services – Request for Proposals [File No. CK. 1600-3]

**Recommendation of the Committee**

1. That the proposed enhanced Enterprise Risk Management program to be called Risk Based Management, as described in the August 18, 2014 report of the City Solicitor, be approved; and
2. That the proposed Council policy for a Risk Based Management system be adopted as a component of corporate governance for the City.

### **8.3.4 Transportation**

8.3.4.1 Inquiry – Councillor D. Hill (June 22, 2009); and  
Various Communications to Council – Traffic Calming  
Measures – Avenue C North of 33<sup>rd</sup> Street  
[File No. CK. 6320-1]

#### **Recommendation of the Committee**

1. That the temporary diverter at the intersection of 38<sup>th</sup> Street & Avenue C be removed; and
2. That the Neighbourhood Traffic Management Program plan for Mayfair/Kelsey Woodlawn neighbourhoods be adopted as the framework for future traffic improvements in the area, to be undertaken as funding is made available through the annual budget process.

### **8.4 Executive Committee**

8.4.1 2014 Civic Services Survey [File No. CK. 365-1]

#### **Recommendation of the Committee**

That the information be received.

8.4.2 Naming Rights Agreement – Saskatchewan Place Association Inc.  
and Saskatchewan Telecommunications [File No. CK. 611-3]

#### **Recommendation of the Committee**

1. That the Naming Rights Agreement between Saskatchewan Place Association Inc. and Saskatchewan Telecommunications be approved; and
2. That the Mayor and the City Clerk be authorized to execute the Agreement under the Corporate Seal.



7.10  
750-4

**From:** Myra Potter <mpotter@unitedwaysaskatoon.ca>  
**Sent:** Tuesday, August 19, 2014 2:20 PM  
**To:** Web E-mail - City Clerks  
**Subject:** Attention: Joanne Sproule

**RECEIVED**  
AUG 19 2014  
CITY CLERK'S OFFICE  
SASKATOON

Hi Joanne:

I am writing to request a brief spot on the agenda for tomorrow evening's Council meeting to say thank you for the \$125,000 investment in Housing First and to give a quick update on the Plan to End Homelessness. Can you kindly advise if this is possible?

Regards,  
Myra



**United Way**  
Saskatoon & Area

**Myra Potter**

Director of Resource Development  
[mpotter@unitedwaysaskatoon.ca](mailto:mpotter@unitedwaysaskatoon.ca)

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**United Way of Saskatoon & Area**  
Change starts here.

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100-506 25th Street East, Saskatoon, SK S7K 4A7  
P: 306-975-7702 | F: 306-244-0583  
[unitedwaysaskatoon.ca](http://unitedwaysaskatoon.ca)

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7.23

**Sproule, Joanne (Clerks)**

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**From:** Dave Hunchak <dhunchak1@sasktel.net>  
**Sent:** Wednesday, August 20, 2014 11:09 AM  
**To:** Sproule, Joanne (Clerks)  
**Cc:** South, Jeanna (CP - Environmental & Corporate Initiatives)  
**Subject:** FW: CDM  
**Attachments:** 2014-08-20 Executive Committee Presentation.pdf; 2014-08-20 Executive Committee Presentation.pptx

Hi Joanne,

Could we please add a 5-minute a-v presentation from the Children's Discovery Museum to the City Council agenda meeting tomorrow (copy attached, same as presented at Executive Committee today)? The City Councillors have requested this via Catherine Gryba and Jeanna South.

Thank you,

Dave Hunchak, President  
Children's Discovery Museum on the Saskatchewan  
[www.museumforkids.sk.ca](http://www.museumforkids.sk.ca)  
C: (306) 230-2880  
E: [dhunchak1@sasktel.net](mailto:dhunchak1@sasktel.net)

8.1.3.1.

**Sproule, Joanne (Clerks)**

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**From:** Homenick, Ken <ken.homenick@gmail.com>  
**Sent:** Wednesday, August 20, 2014 4:27 PM  
**To:** Sproule, Joanne (Clerks)  
**Subject:** Request to speak to City Council

Dear Joanne, On behalf of Cosmo Industries Ltd., I would like to request an opportunity to speak at the Council meeting, 1:00 pm, Thursday, August 21st, regarding the recycling contract for Multi-Unit Residence recycling that is coming to Council for approval. Ken Homenick, Treasurer, Cosmo Industries Ltd.



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Proposed Risk Base Management Program Internal Audit Services – Request for Proposals**

#### **Recommendation of the Committee**

1. That the proposed enhanced Enterprise Risk Management program to be called Risk Based Management, as described in the August 18, 2014 report of the City Solicitor, be approved; and
2. That the proposed Council policy for a Risk Based Management system be adopted as a component of corporate governance for the City.

#### **History**

At the August 18, 2014, Standing Policy Committee on Finance meeting, a report of the City Solicitor was considered regarding the above matter.

#### **Attachment**

Report of the City Solicitor [File No. CK. 1600-3]

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## **Proposed Risk Based Management Program Internal Audit Services – Request for Proposals**

### **Recommendations**

- 1) That the Finance Committee recommend to City Council that:
  - (a) the proposed enhanced Enterprise Risk Management program to be called Risk Based Management as described in this report be approved;
  - (b) the attached proposed Council policy for a Risk Based Management system be adopted as a component of corporate governance for the City; and
- 2) That the request for proposals for internal audit services include language to ensure that any proponent is aware that it will be required to audit risk management programs and practices, may be called on to assist with the modification and improvement of such programs, and that the proponent will be required to audit the risk management practice and performance of all departments.

### **Topic and Purpose**

This report proposes a program to manage risk and uncertainty arising from enterprise level activities for the City.

### **Report Highlights**

This report outlines the role of internal audit in Enterprise Risk Management programs, the state of our current program and proposes an update to our current program. This report also provides further background regarding aligning the City's internal audit and Enterprise Risk Management functions to ensure maximum value for the City.

### **Strategic Goal**

This proposed program supports the Strategic Goal of Continuous Improvement.

### **Background**

Our current internal audit contract is set to expire. Risk management of enterprise level risks is becoming an increasing concern for Administration and internal audit programs.

This report examines further information on internal audit models, examples of best practices in Enterprise Risk Management, and the relationship between the programs.

## **Report**

Saskatoon's current program utilises the risk management process common to many Enterprise Risk Management ("ERM") programs, including ongoing review and monitoring, and was designed to apply to all types and levels of risk at the City. The program began with a review of current mitigation of the negative impacts of operational risk, with review of strategic or "enterprise-wide" risk deferred until later. The program is designed to:

- develop and heighten awareness of the internal and external context in which planning and operations are carried out, and what uncertainties those operations entail;
- identify risks that arise, and measure the likelihood and impact of risk events;
- identify and evaluate current and proposed mitigation measures;
- gather and communicate risk information to management to direct mitigation efforts; and
- ensure ongoing review of programs and practices to support continuous improvement.

The program thus seeks to improve the management of uncertainty, and to ensure that management has the information needed to effectively mitigate risk in a timely way. Please see Attachment 3 for a detailed description of the current program.

Administration has identified a need to update and fully implement the program formally to address strategic or enterprise level risk. The steps necessary to implement the full program are:

- set parameters for the program and establish a Council policy for enterprise level risk management;
- establish a Leadership Team Risk Committee and set responsibilities for the program;
- identify, assess and mitigate/exploit strategic and enterprise level risks at the upper management and City Council levels;
- develop risk communication and education programming and materials;
- ongoing annual review;
- ongoing review, including audits, and modification of the ERM program, to ensure that the program is achieving objectives, adopting best practices, and contributing to the continuous improvement of management at the City.

Please see Attachments 1 and 2 for a detailed description of the proposed program.

The role of internal audit in ERM programs is to review departmental and corporate risk management programs and practices and suggest improvements, and to review the risk

management program itself. The Institute of Internal Auditors recommends against the ongoing management of risk by internal audit in order to avoid a conflict with audit's role to review and suggest improvements. City of Saskatoon Council Policy No. C02-032 indicates that risk management is a key management role, and that the auditor will "assist the organization by identifying and evaluating significant exposures to risk and contributing to the improvement of risk management and control systems". Thus, any firm awarded the contract for the City's internal audit function must bring sophisticated risk-based audit skills and resources to the program.

### **Public Notice**

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

### **Attachments**

1. Proposed Council Policy – "Corporate Governance – Risk Based Management Policy".
2. Detailed Description of Proposed Risk Based Management Program.
3. Detailed Background of Current Program.

### **Report Approval**

Written by: Wayne Bischoff, Solicitor  
Approved by: Patricia Warwick, City Solicitor  
Approved by: Murray Totland, City Manager

# Corporate Governance - Risk Based Management Policy

## Purpose

1. To ensure that the City:
  - (a) is protected from the negative effects of risk to the fullest extent possible; and
  - (b) realises maximum positive results from its activities and efforts.

## Definitions

2.
  - (a) **“risk”** means uncertainty about whether a risk event that has the potential to significantly affect the goals and objectives of the City will result in a gain or loss in the achievement of the corporate goal or objective;
  - (b) **“Risk Based Management”** (RBM) means a systematic, proactive and ongoing process to understand and manage risk, and to communicate risk information throughout the City, which contributes positively to the achievement of corporate objectives, and as further described in Appendix A hereto;
  - (c) **“risk event”** means an event arising out of the activities or operations of the City that gives rise to uncertainty about whether the goal or objective will be achieved;
  - (d) **“risk management”** means avoiding, accepting, transferring or treating the uncertainty arising from a risk event to minimise the negative impact of the risk event and increase the likelihood of achieving the goal or objective, by reducing the negative outcomes of risk events and enhancing the positive outcomes of intelligent risk taking;
  - (e) **“risk tolerance level”** means a level of negative risk event outcome that is acceptable in the particular operations of the City.

## Implementation of the Policy

### 3. Policy Statement

The City shall adopt a process to manage the City’s enterprise level risk, entitled RBM, based on the ISO 31000 Risk Management Standard, as described herein and the Schedules attached hereto. Administration shall embed into corporate operations and reporting a systematic, proactive and ongoing process to



understand and manage risk and uncertainty, and to communicate risk information throughout the City, which will contribute positively to the achievement of corporate objectives.

#### 4. Policy Principles

The RBM process shall:

- (a) create value for the City;
- (b) be an integral part of organizational processes;
- (c) be an integral part of decision making;
- (d) explicitly address uncertainty;
- (e) be systematic, supported and timely;
- (f) be based on the best available information;
- (g) be tailored to the City's specific needs;
- (h) take human and cultural factors into consideration;
- (i) be transparent and inclusive;
- (j) be dynamic, iterative and responsive to change;
- (k) facilitate continuous improvement of management practices; and
- (l) enhance achievement of the goals of the organization.

#### 5. The City of Saskatoon RBM Process Outcomes

- (1) Management decisions shall be taken with the support of systematically obtained and organised risk and uncertainty information to ensure effective and efficient use of City resources.
- (2) All risks that have the potential to significantly impede the achievement of corporate goals and objectives shall be identified, analysed, treated, and disclosed when reporting to Administration, Council or Committees.
- (3) The integration of RBM into all operations of the City will be supported by a corporate philosophy and culture that actively supports and encourages all employees to systematically and proactively manage risk using the RBM system, and to take a "risk smart" approach to managing all risk inherent in City activities.
- (4) RBM will be integrated into short, medium and long term strategic and business planning, including budget planning, and ongoing operations of the City, and will be consistently applied to the development and implementation of policy, programs, plans and future directions for the City.
- (5) The RBM process shall be reviewed and benchmarked against risk management best practices, and this policy shall be reviewed and updated by Council at appropriate intervals.

6. Reporting

- (1) All reports and presentations to Council or Committees made by Administration shall consider and disclose all significant risks arising from activities or recommendations contained in the report. **It is not acceptable to protect Council from bad news by concealing risks.**
- (2) Use of common language and terms outlined in the RBM documents shall be used when disclosing risk and uncertainty to Administration, Council or Committees.

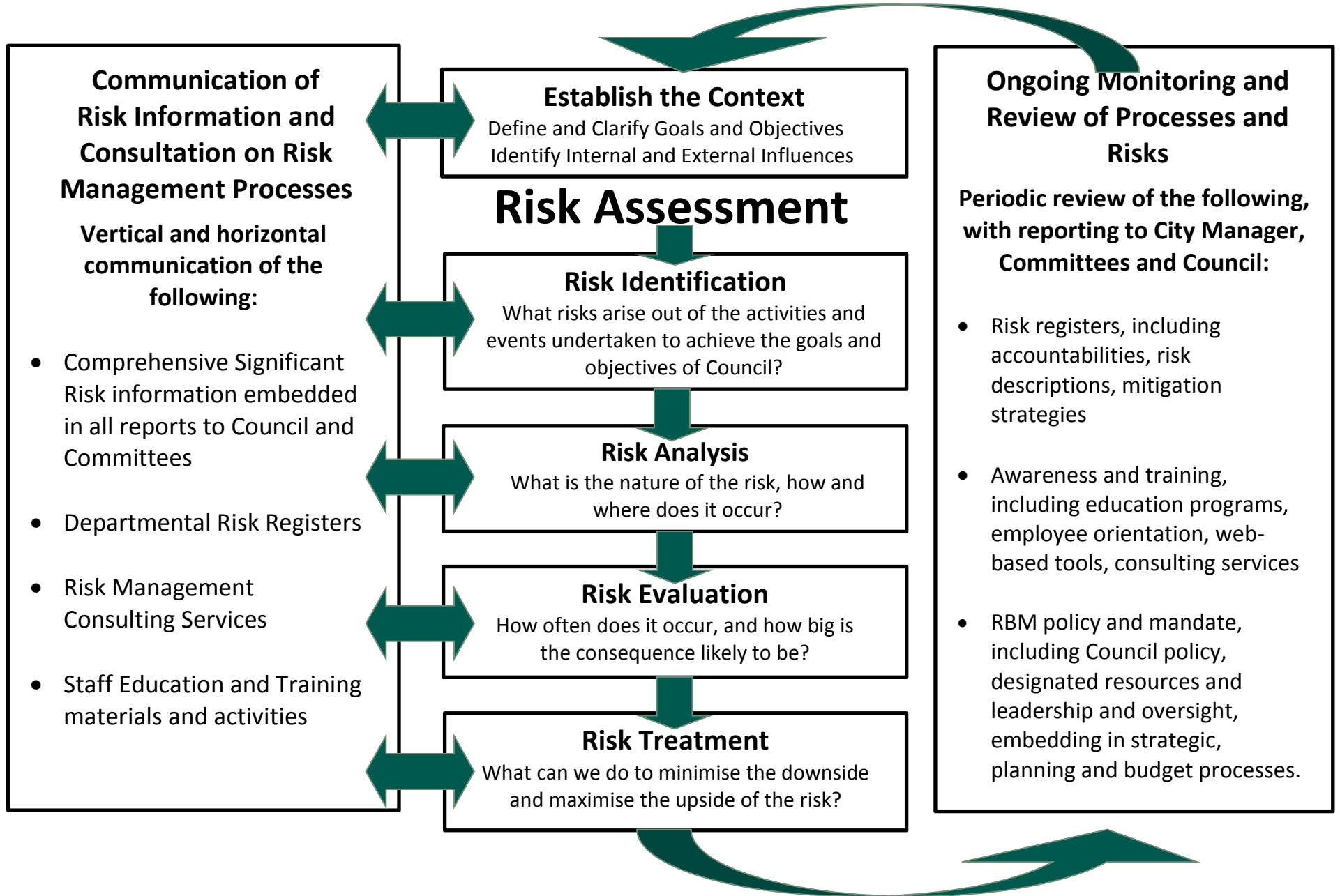
7. Risk Tolerance

- (1) Council, in consultation with the City Manager, shall set risk tolerance levels for the corporation. Risk tolerance levels will be set in consideration of relevant legislated requirements, corporate goals and objectives, and the principles and processes outlined in this policy.
- (2) All City employees shall carry out their obligations within approved risk tolerance levels.

8. Responsibility

- (1) Council shall be responsible to set and review risk management policy.
- (2) The City Manager shall be responsible for risk management throughout the corporation of the City.
- (3) The City Manager may further delegate particular risk management duties as defined in the RBM procedures attached hereto.
- (4) All City employees shall be responsible for management of risk and uncertainty within the scope of their duties, and shall comply with requirements of the RBM system. Management of particular risks shall be assigned to the person most aware of, and best able to manage, the particular risk.

# Risk Based Management Model



## **Detailed Description of Proposed Program**

### **Risk Based Management Proposal**

Risk based management (RBM) is a process intended to ensure that significant risks facing the City are addressed in a positive, systematic and productive way. The process is modelled on the International Standards Organization 31000 Standard for Risk Management, and is similar to Calgary's Integrated Risk Management program. The program is intended to encourage and develop new attitudes and practices in the management of risk at the City. Accordingly, success of the program requires a strong commitment from Council and Administration, and requires significant support and encouragement to ensure success in achieving an enhanced culture of risk management at the City.

Currently the City is addressing risk in an ad hoc way, where each department deals with risks inherent in its own operations in its own way. However, Administration has identified a need for a systematic approach to managing risk in a strategic or corporate wide way. Embedding a rigorous system to examine the impact of risks on a corporate wide basis will give management helpful tools and information upon which to base better risk management decisions. Most large corporations, both public and private, have similar programs intended to gather, analyse and communicate this type of risk information, to assist administration to make the best decisions possible.

The program, as described in the attachments, is intended to ensure that Administration, after carefully considering the goals and ambitions set by Council and Administration, identifies and analyses the significant risks and uncertainties that may impede the achievement of those goals and ambitions. Administration, once it has identified the risks that arise out of the activities undertaken to achieve the goals, then puts measures in place designed to raise the likelihood of success in the achievement of the goals and objectives, and to lower the likelihood of negative outcomes from those activities. It is structured around a Leadership Team Risk Committee, reporting to the City Manager, who then reports to Committee and Council.

Since the RBM system is based on risk information, it is important to have the best information possible on which to base management decisions. Timely and accurate information about:

- the City's strategic plans, goals and ambitions;
- the activities necessary to achieve those goals;
- the risks and uncertainties that may impact the achievement of these strategies, goals and ambitions; and,
- the most effective way to mitigate the risks and ensure achievement of goal is critical to the success of the program.

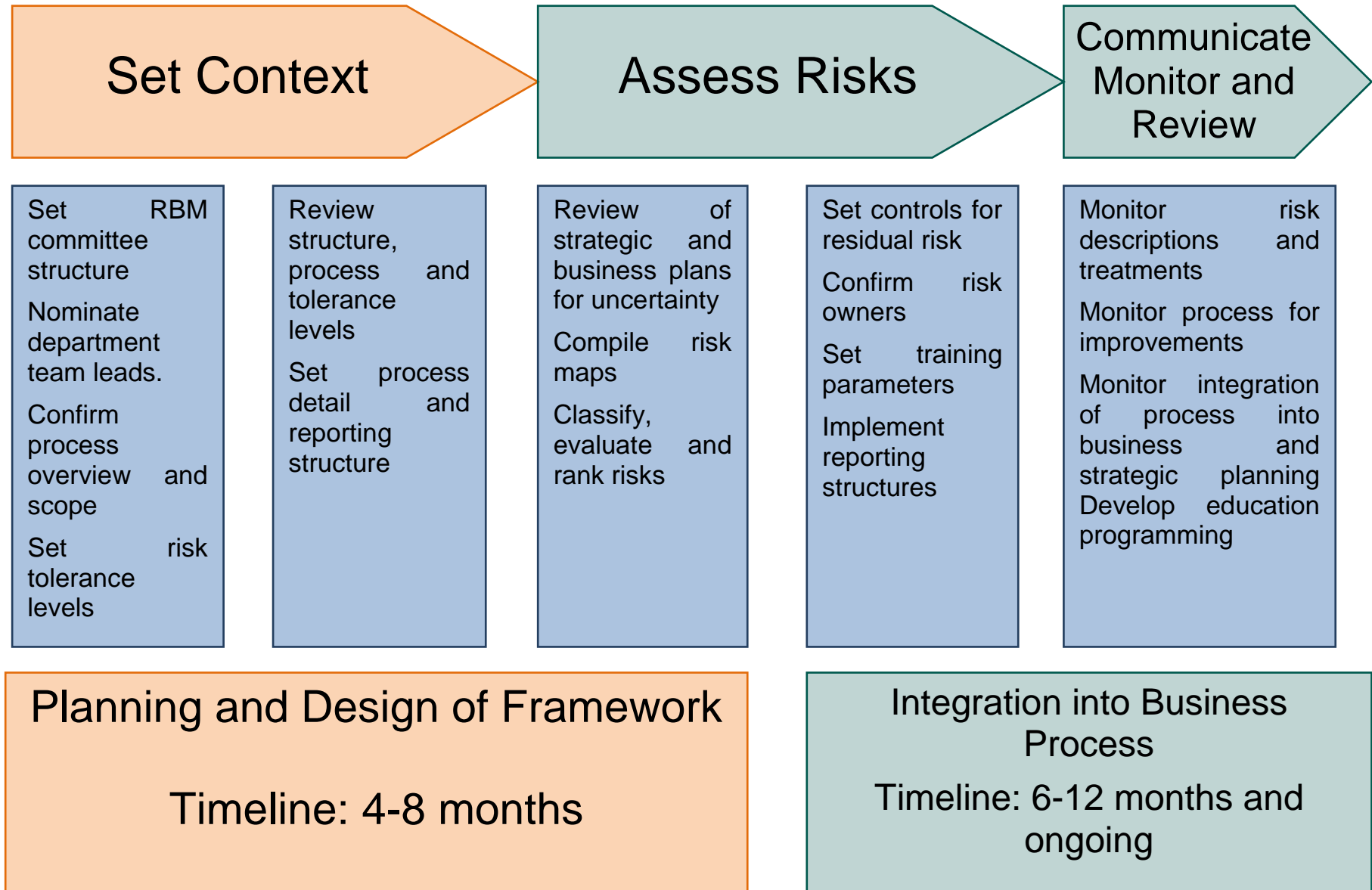
Accordingly, we have developed a proposed policy for consideration. It is also necessary to ensure that the best risk information possible is produced and collected from within the corporation and from external sources, and so risk management education of managers and employees is vitally important. It is also important to have effective and efficient communication mechanisms in place that will ensure that any risk information that is gathered gets to those in the best position to make decisions about how any significant risk will be treated. Our RBM proposal includes both these important components.

## City of Saskatoon Risk Based Management Program - Roles and Responsibilities

	RBM Policy Development	RBM Program Planning and Development	RBM Implementation and Operation	Monitor and Report	Review
<b>City Council</b>	Set corporate scope and objectives for RBM policy in support of corporate business plan and objectives	Review and approve corporate risk map, corporate risk priorities and allocation of resources	Approve corporate risk priorities and mitigation resource allocation Ongoing review of programs and activities for compliance with RBM program Review reporting for new programs and activities for appropriate risk identification, mitigation strategies and resource allocation	Annually review ongoing program and new projects, review risk identification and mitigation strategies and allocation of mitigation resource priorities	Review annual audits and departmental reviews to ensure ongoing compliance with policy, program and corporate goals and objectives  Review RBM program to ensure compliance with best practices
<b>City Manager</b>	Chair RBM Committee, ensure compliance with policy, plan and develop recommendations to Committee and Council for City's RBM policy	Plan and develop recommendations to Council for RBM program and ensure coordination with corporate strategic and business plan objectives  Set corporate structure of RBM program, corporate risk mitigation strategy priorities, resources priorities, corporate risk appetite in compliance with Council policies	Establish, maintain and support awareness and ongoing culture of risk management throughout all departments of corporation  Implement and maintain management practices to ensure risk management is incorporated into all aspects of planning and operations at all levels of the corporation in accordance with Council policy  Encourage excellence in risk management at all levels of the corporation, and ongoing awareness and improvement of risk management programs and practices in the City	Ensure ongoing compliance with Council, RBM policy and program within corporate administration  Monitor effectiveness of internal and external RBM communication, promote ongoing communication of RBM program objectives and activities  Reporting to Council	Coordinate with Finance Committee and Internal Auditor  Review annual audits for compliance with policy and program  Review of policy and program objectives for compliance with corporate objectives and industry best practices
<b>RBM Committee</b>  <b>City Manager</b> <b>City Clerk</b> <b>City Solicitor</b> <b>General Managers</b> <b>Communications Officer</b> <b>Fire Chief</b>	Plan and develop recommendations to City Manager and Council on RBM policy, incorporating the following:  <ul style="list-style-type: none"> <li>principles of effective risk management</li> <li>corporate business plan and objectives</li> <li>role and goals of policy in daily planning and operations, ensuring a high level of integration into all activities</li> </ul>	Plan and develop recommendations to Council for RBM program design, incorporating principles of effective risk management, including:  <ul style="list-style-type: none"> <li>corporate business plan and objectives</li> <li>require departmental, division and section RBM coordinators and accountabilities</li> <li>recommend corporate risk appetite</li> <li>develop corporate risk map</li> <li>prioritise risk consequences</li> <li>prioritise mitigation strategies</li> <li>determine employee education and training strategies and practices</li> <li>establish and maintain appropriate risk communication strategies and channels</li> </ul>	Review legal and regulatory requirements  Determine and make recommendations on ranking of corporate risks  Develop, support and maintain RBM communication channels internally and externally  Allocate corporate risk resources  Ensure adequate resources are allocated to education and training  Support and maintain the role and goals of the program in daily planning and operations  Encourage and demonstrate a commitment to excellence and ongoing improvement in the RBM program	Monitor RBM performance through ongoing assessment of selected parameters for departments against performance standards  Ongoing monitoring and reassessment of corporate risk rankings and mitigation strategies  Monitor appropriateness of allocation of corporate risk resources  Promote ongoing monitoring and implementation of program improvements  Reporting through City Manager to Council	Coordinate and conduct annual formal review and audits of departmental and corporate risk appetite, risk maps, mitigation strategies, and resource allocation  Coordinate with Finance Committee and Internal Auditor  Coordinate and supervise implementation of action plans/program modifications arising out of audits and reviews

	<b>RBM Policy Development</b>	<b>RBM Program Planning and Development</b>	<b>RBM Implementation and Operation</b>	<b>Monitor and Report</b>	<b>Review</b>
<b>Risk Management Division</b>	<p>Advise City Manager and RBM Committee regarding RBM policy planning and development</p> <p>Assist with policy development</p> <p>Communicate and promote policy internally and externally</p>	<p>Advise City Manager and RBM Committee regarding RBM program planning and development</p> <p>Advise and update RBM Committee on long range plans and developments in enterprise risk management best practices</p> <p>Facilitate risk assessments and mapping with departmental, division and section leaders and teams</p> <p>Advise and assist with development of measurement standards and accountabilities</p>	<p>Establish and maintain documentation and materials and practices to describe and promote an effective and proactive RBM policy and program</p> <p>Provide advice, training and assistance on risk identification, assessment, analysis and mitigation strategies to all levels of management and operations</p> <p>Ensure adequate and appropriate insurance is obtained and maintained where required for risk mitigation</p> <p>Identify the need for, coordinate and facilitate loss prevention programs for new and existing programs</p>	<p>Monitor and report to RBM Committee regarding issues arising out of loss prevention, claims and insurance</p> <p>Monitor and report on emerging issues in RBM practices</p> <p>Monitor and report on opportunities for improvement of program</p> <p>Reporting to the City Manager</p>	<p>Assist committee with coordination of internal program reviews</p> <p>Cooperate with internal audits of program</p>
<b>Division Directors and Section Managers</b>	<p>Consult with RBM Committee members (General Managers) on design of RBM policy</p>	<p>Develop internal departmental risk maps</p> <p>Set internal department, division and section, risk accountabilities</p>	<p>Identify legal and regulatory requirements for operations and planning</p> <p>Promote RBM program and ensure integration into daily operations and planning</p> <p>Ensure ongoing risk identification and assessment in departmental operations and planning</p>	<p>Reporting to RBM Committee through General Manager regarding new risks, effectiveness of current mitigation strategies and suggested new mitigation strategies</p> <p>Ongoing monitoring of regulatory and legislative requirements that impact at department, division and section levels</p>	<p>Participate in and assist with coordination of annual departmental review of department/division/section risk map, mitigation strategies, resource allocation</p> <p>Cooperate with internal audits of program</p>
<b>Department, Division and Section Employees</b>	<p>Consult with division directors and section managers on design of RBM policy</p>	<p>Consult with division directors and section managers on design of RBM program</p>	<p>Ensure ongoing, daily, front-line risk identification, analysis and assessment in all operations and planning, and identify mitigation options</p>	<p>Reporting to division directors and sections managers as appropriate regarding new risks, effectiveness of current mitigation strategies and suggested new mitigation strategies</p>	<p>Participate in annual departmental review and audit of risk inventory</p>
<b>Internal Auditor and Finance Committee</b>	<p>Internal Auditor and the Finance Committee will have an ongoing role in both the development of the program and in long term program monitoring. They will be consulted during the planning and development of the program. The Internal Auditor and the Finance Committee will review the Risk Map and forward comments to Council. In addition, the Internal Auditor will audit the program to ensure the program itself is running properly, and report to Council through the Finance Committee.</p>				

# Risk Based Management Strategic and Business Planning Process



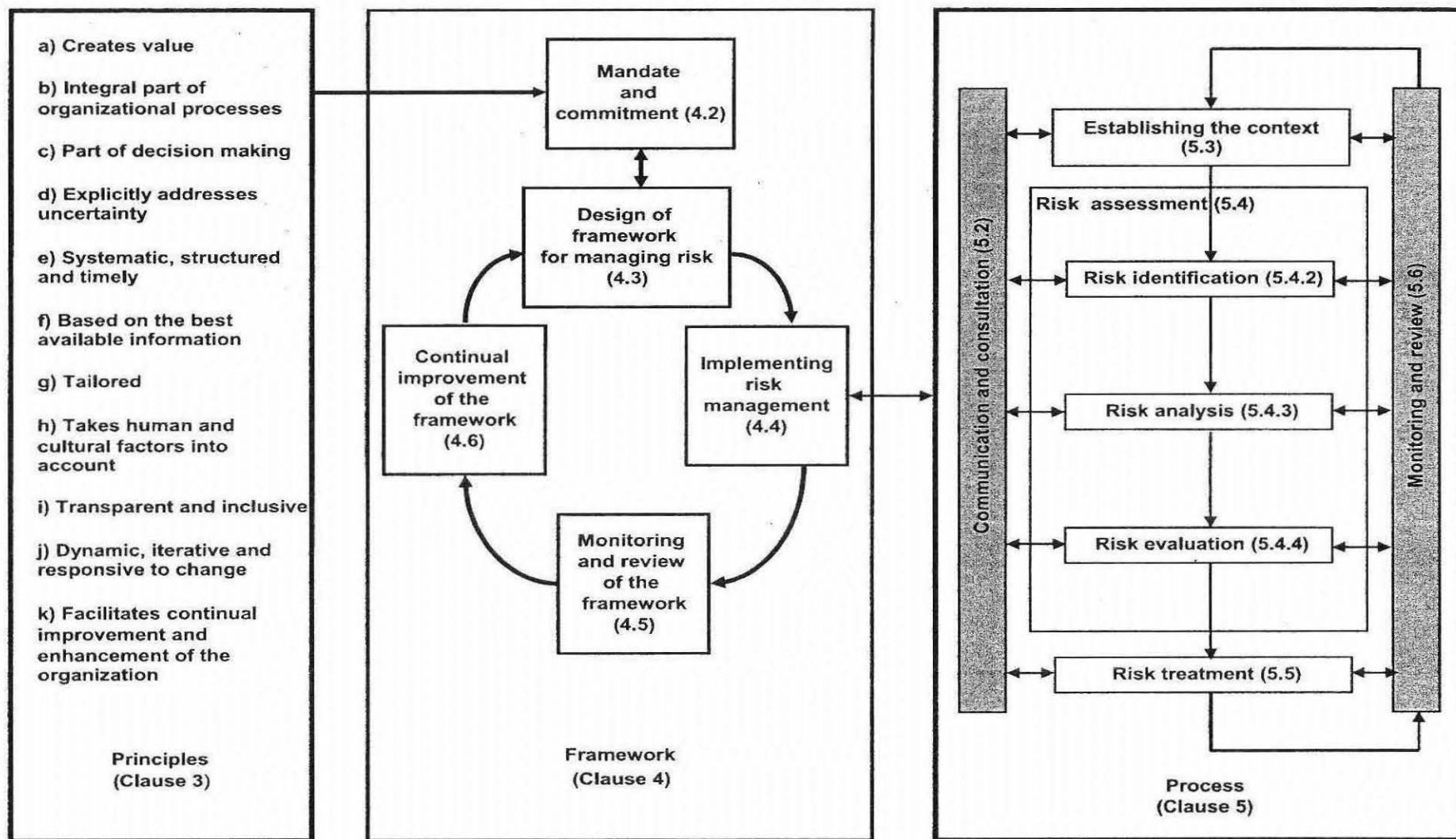


Figure 1 — Relationships between the risk management principles, framework and process

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## **Detailed Background**

### **Summary**

Our operational Enterprise Risk Management (ERM) program has been in hiatus since completion of the initial phase of the operational risk mapping. Renewed interest in an ERM program has recently become apparent as a result of deliberations of the Leadership Team and the Administration's discussions with prospective candidates for the internal audit (IA) position. The IA candidates are interested in using risk based information to inform their audits for the City, and have inquired about the status of the City's ERM program, which could provide such information for the audit work. Risk Management Division made a comprehensive proposal for the ERM program in 2005, which included a system for the identification and analysis of all types of risk. The program was approved, and the initial pilot of the program was restricted to mapping operational risk, with the intention of conducting strategic or enterprise wide risk assessments later. With the renewed interest in ERM, Risk Management Division is seeking direction with respect to the future of the program, both in terms of an operational risk program, and a strategic and enterprise wide approach to risk. This report is intended to give background for that decision.

### **Background**

Our current internal audit contract is set to expire. The Administration has reviewed other information on new directions in the audit profession, and had discussions regarding the evolving relationship between internal audit and ERM including ERM/audit best practices in Calgary, Alberta and London, Ontario. The Administration has gathered further information on internal audit models, examples of best practices in ERM, best practices for the relationship between the programs, and how the two programs could be best structured together to serve the City's needs, so that the Administration may make an informed decision on the proper form and content of the RFP for internal audit services. This report provides background for further discussion at the Finance Committee, with the goal that the City's internal audit and ERM functions are updated and aligned with current best practices to ensure maximum value for the City.

### **The City of Saskatoon ERM Program**

Our current program, based on the New Zealand/ISO standard, was proposed in 2005. It utilises the standard 5 step risk management process common to ERM programs, with ongoing process review and monitoring and inter-departmental communication of consistently formatted risk information. The process was initially designed to apply to all types and levels of risk that the City may face, from front line operational risks to enterprise wide strategic and planning risks.

At that time, after consultation with senior management and Council, a decision was taken to start with a "bottom up" or operational risk approach to risk mapping for the

pilot risk mapping project, with the understanding that it would have a strong and helpful impact on risk awareness and mitigation in the operational departments. A more strategic or “enterprise wide” approach to risks was deferred to after the initial operational risk mapping exercise was complete. It was also decided to limit the exercise to an assessment of whether each departments’ mitigation of the negative aspect or “downside” of risk could be improved, and did not include exploring how the City might further exploit opportunities presented by the positive or “upside” of risk management.

The program pilot in the Transit Division developed enhanced levels of awareness of the context in which the operations were carried out, what those operations entailed, identified the operational risks that arose out of those operations, measured the likelihood that the risk would occur and the typical size of the impact of any negative risk events, identified current and proposed mitigation measures, and communicated the risk information to those that were in the best position to approve and direct mitigation efforts. This allowed the employees and managers to improve the management of uncertainty in their operations, and to ensure that those in the best position to make risk management decisions had the information they needed to take decisions that would result in effective and timely mitigation of those risks. Once the Transit Division pilot program was completed, the limited operational risk mapping program was expanded to all departments within the City’s Administration. The risks identified in this process were recorded in a risk map for each section, branch and department, and were rated, ranked and prioritised in relation to the other risks identified by each section and branch to allow for the most effective allocation of mitigation resources. The risk register of operational risks was completed and was collated to a City “Top Ten” list of operational risks, by June 2010.

As indicated above, upon conclusion of the operational risk mapping pilot, the program was intended to extend to include identification of more strategic, “top down” enterprise wide upper management and Council risks and mitigation strategies. The next steps in implementing the full program were to:

- § establish a senior risk committee to clarify goals and expectations for the full ERM program, to set and monitor a risk reporting structure, to monitor the effectiveness of the program, to provide leadership in the design and implementation of the expanded program, to set roles and accountabilities for risk management, and to determine resources and support for the program;
- § identify, assess and mitigate/exploit of strategic and enterprise level risks at the upper management and Council levels;
- § continued review of each operational risk map by key departmental personnel to ensure that they were keeping abreast of any changes in the risk profile for each section, branch and department, and to ensure that the best possible mitigation strategies in relation to each risk were identified and utilised;
- § develop ongoing education programming and materials to ensure that new and existing employees were aware of resources and responsibilities for risk management;

- § continue to review and modify the ERM program to ensure that the program was achieving objectives, adopting best practices as they developed, and contributing to the continuous improvement of management at the City.

This extension was not implemented, and the program has been on hiatus since the operational risk map was completed.

### **Case Studies in Current Best Practice in Public ERM**

Most public bodies in Canada are exploring ERM programs for their operations, and several have mature programs already in place. Administration surveyed several of the cities and provinces in Canada that have ERM programs. A sampling of programs of interest follows.

Calgary has an active and mature ERM program, in addition to its traditional insurance, claims and loss prevention risk management program. Calgary's ERM program is also based on the NZ/ISO standard, and is very similar in design to our process. The program is called the Calgary Integrated Risk Program, and is administered out of the City Manager's Office. Their program began with a "top down" review and mapping of more strategic or "enterprise wide" type risks, and used the ISO/NZ process to ensure that the root cause of each risk was analysed. We were advised that the program was developed initially with the assistance of consultants to compress the time required for initial risk identification and mapping, but on an ongoing basis is run without assistance from consultants in order to ensure that the program remains useful and relevant to management, promotes a culture of risk awareness within the City, and does not become a compliance/audit type program. The process seeks to assist management to identify measure and rank current and emerging risks, and identify current and proposed mitigation measures, all within the context of identified goals and objectives. Their risk map is reviewed and updated regularly, as is the program itself, to ensure that the most up to date process and information is available to management to assist with the ongoing functioning and optimization of the City administration. There is an ERM committee of senior management that meets regularly to provide direction to the program, and ensure the most effective use of the City's risk resources. The program is embedded into reporting and budget cycles through an ongoing education program for new and existing employees, a requirement that any and all reports going to Council and budget include a risk section, setting and monitoring goals and accountabilities for identified risks and treatments, and by ongoing review and update of departmental and City wide risk registers. Upper management and Council support is critical, in their view, to the success of the program.

The Administration was advised that London, Ontario had a ERM program that was well integrated with internal audit. We contacted the risk manager for the City of London, Ontario, who indicated London does not run a formal ERM program, and they are unaware of any such program, or initiative to develop one, in the City. The City of London risk manager administers an extensive traditional risk management program, consisting of management of insurance programs, claims, and a very active set of loss

prevention initiatives. The risk manager has not yet recommended an ERM program to the City of London because in her view the concepts and practice of ERM are still developing, and are not yet sufficiently defined and clarified. We have a copy of the City of London's most recent RFP for internal audit services. The document discloses the standard language recommended by the IIA for the provision of services in respect of risk management, but does not seem to ask for the proponent auditor to supply and operate an ERM program. Also, the Administration spoke with a member of the Price Waterhouse Coopers internal audit team for the City of London. He indicated that their program identifies and evaluates risks for the city for the purposes of the audit program, but they do not operate an ERM program for the City of London.

The British Columbia provincial government has one of the most mature and extensive ERM programs in all of Canada, which has been in operation since 2002. The program has been embedded in all provincial departments through education and reporting requirements, and in 2011 was renewed to ensure more consistency and compliance across all ministries in terms of practice and reporting. The program aims to develop an enhanced culture of risk awareness and continual improvement of risk management practice. The province has set up a department that is responsible for administering the program, which provides education, resources, and advice to all other departments. Risk reports from all ministries are required under the program, are collated at the deputy minister level, and updated mitigation progress reports are submitted at six month intervals. The program is also based on the ISO/NZ standard, and uses a standard five point objective/subjective scale to rank risks for impact and frequency for ranking purposes. Their standard risk map, while a somewhat complicated document, records the above information as well as information regarding time-lines and accountabilities for dealing with each risk. The department offers extensive ongoing education to employees and managers in all departments to ensure that their internal risk programs are meeting objectives set by the province, and to ensure that the risk knowledge and culture throughout the administration of the province are mature and productive. The department also administers extensive insurance and claims handling programs.

### **Best Practices - Ideal Program**

The ideal ERM program, based on studies done by the Risk and Insurance Management Society, who are leaders in the field, is one that assists managers and employees to take an informed, proactive and effective approach to managing the uncertainties inherent in the activities and programs they administer. It works by educating employees and managers on the application of the basic principles of risk management so they are better able to manage the uncertainties in their activities, and thus increase the likelihood of achieving goals and objectives. It also works by identifying and embedding processes in planning and operations through various means to ensure that risk is considered and managed in all aspects of the work of the enterprise. It assists management to attain the goals and objectives set for it by providing proven processes that aid in identifying and mitigating the uncertainties that may impede the achievement of those goals and objectives, thus preventing unpleasant

surprises and contributing to the ongoing improvement of management processes. It allows management to take a risk informed and managed approach to new and existing programs and projects, thus leading to greater creativity and confidence, and enhanced performance. Information about risks arising out of activities is appropriately shared vertically, horizontally, and inwardly/outwardly, between all internal and external stakeholders, through meetings, reporting requirements, risk mapping, education sessions, newsletters/emails and web-pages. New and existing employees receive ongoing training and reminders about the basic risk management principles and language, and their application in the particular context of the individual employee's work, and in the broader activities of the enterprise. The program and the risk information it produces are consistent across the organisation, and updated and reported regularly, with input from all levels of the organisation, including at the highest level. It is actively championed by the most senior levels of the organisation, and provided with sufficient resources to ensure the success of the program. It works with audit to inform the auditor's work, from management's view, of the risks of the corporation and their mitigation, and provides a vehicle to respond to issues raised by the auditor with respect to success of management's risk treatments, and the enhanced functioning of the program itself. Benefits of such a fully functioning ERM program, identified by those with mature programs, include:

- § a culture within the organisation of constantly evolving and improving management of risk and opportunity, including the mitigation of negative risk impacts and exploitation of positive risk outcomes;
- § a culture of "smart" risk taking, including the ability to be more confident in adopting new programs and processes through effective risk management;
- § continuously improving management performance; and,
- § cost savings through more effective and efficient use of resources.

Our current ERM program is based on these principles, and only requires the steps recommended above to begin a full implementation of the program. The ERM program, and the relationship between the audit and ERM functions, should be directed by this committee, and managed to maturity based on these ideals.

### **Role of Internal Audit**

The historical role of audit with respect to ERM programs has been to receive and review risk identification and mitigation information, to suggest improvements to the risk management practices of the operational departments, and to review the risk management program itself to suggest improvements. The Institute of Internal Auditors (IIA) has in recent years has advocated for a more active role in developing and reviewing risk management programs, but the IIA continues to recommended against the ongoing management of risk by internal audit in order to avoid a conflict with audit's role to review and suggest changes (see *Internal Auditing's Role in Risk Management*, The Institute of Internal Auditors Research Foundation, March 2011 at pp 12-13. In addition, the new IIA Standard 2120-Risk Management, indicates at 2120.C3 that "When assisting management in establishing or improving risk management processes,

internal auditors must refrain from assuming any management responsibility by actually managing risks.”)

City of Saskatoon Council Policy No. C02-032, speaks to the role of internal audit in risk management for the City at Section 5.6. This policy indicates that risk management is a key management role, and that the auditor will “assist the organisation by identifying and evaluating significant exposures to risk and contributing to the improvement of risk management and control systems.” Administration Policy A02-004, Risk Management, does not speak to an ERM function, or audit’s role in such a program, and should be updated to reflect enhancements to the program as indicated earlier.

Auditors can bring valuable resources and skills to the risk management function of any organisation, but must retain their objectivity so as to be able to perform their primary function of reviewing and critiquing management roles and performance. Typical roles for audit have included bringing additional resources to the initial risk mapping and program design stages to compress time lines for start up of the program (U of S, Calgary), providing expertise in quantitative approaches to risk evaluation and ranking, and critiquing management’s performance in respect of management of operational and strategic level risk. Any firm awarded the contract for the City’s internal audit function must bring sophisticated and skilled risk audit resources to the program in addition to those of a typical financial auditor.



## **STANDING POLICY COMMITTEE ON TRANSPORTATION**

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### **Inquiry – Councillor D. Hill (June 22, 2009); and Various Communications to Council – Traffic Calming Measures – Avenue C North of 33<sup>rd</sup> Street**

#### **Recommendation of the Committee**

1. That the temporary diverter at the intersection of 38<sup>th</sup> Street & Avenue C be removed; and
2. That the Neighbourhood Traffic Management Program plan for Mayfair/Kelsey Woodlawn neighbourhoods be adopted as the framework for future traffic improvements in the area, to be undertaken as funding is made available through the annual budget process.

#### **History**

At the August 19, 2014, Standing Policy Committee on Transportation meeting, a report from the Transportation & Utilities Department was considered regarding the above matter. The Administration will provide a PowerPoint presentation.

#### **Attachment**

Transportation & Utilities Department Report - File CK. 6320-1

\*\*A copy of the Mayfair/Kelsey-Woodlawn Neighbourhood Traffic Management Plan was provided to the Committee and is not being redistributed. It can be viewed on the City's website at [www.saskatoon.ca](http://www.saskatoon.ca), and click "r" for Reports to Council.

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## **Inquiry – Councillor D. Hill (June 22, 2009); and Various Communications to Council - Traffic Calming Measures – Avenue C North of 33<sup>rd</sup> Street**

### **Recommendation**

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

1. That the temporary diverter at the intersection of 38<sup>th</sup> Street & Avenue C be removed; and
2. That the Neighbourhood Traffic Management Program plan for Mayfair/Kelsey Woodlawn neighbourhoods be adopted as the framework for future traffic improvements in the area, to be undertaken as funding is made available through the annual budget process.

### **Topic and Purpose**

The purpose of this report is to provide information on the Neighbourhood Traffic Management Program for the Mayfair and Kelsey-Woodlawn neighbourhoods.

### **Report Highlights**

1. A traffic plan for both Mayfair and Kelsey-Woodlawn neighbourhoods was developed in consultation with the community in response to concerns such as speeding, traffic shortcutting, traffic congestion and pedestrian safety.
2. The plan will be implemented over time as funding for the improvements is available.

### **Strategic Goal**

This report supports the Strategic Goal of Moving Around by providing the installation of traffic calming devices and pedestrian safety enhancements thus improving the safety of pedestrians, motorists, and cyclists.

### **Background**

City Council at its meeting held on March 18, 2013 resolved, in part, that City Council receive a further report regarding neighbourhood traffic calming after additional review had been done by the Administration. The report was to provide options to deal with the matter in a more comprehensive manner.

The intent of the Neighbourhood Traffic Management Program is to address traffic concerns within neighbourhoods such as speeding, shortcutting and pedestrian safety. This program involves additional community and stakeholder consultation and provides an environment for the community and City staff to work together and develop solutions to address traffic concerns.



A public meeting was held in June 2013 to identify traffic concerns and potential solutions or mitigation measures. Also in attendance were representatives from the Saskatoon Police Service to address traffic enforcement issues. Based on the residents' input provided at the initial public meeting, and the traffic data collected, a Traffic Management Plan was developed and presented to the community at a second public meeting held in October 2013.

## **Report**

### Traffic Plan Development

The development of a Traffic Management Plan includes four stages:

1. Identifying existing problems and concerns and possible solutions through a public meeting.
2. Developing a traffic plan based on residents' input and traffic data collected.
3. Presenting the plan to the community and other civic divisions for additional input.
4. Implementing the proposed measures in a specific time frame, short-term (1 to 2 years), medium-term (1 to 5 years), or long-term (more than 5 years).

The majority of concerns from the consultation in June 2013 included shortcutting, speeding, pedestrian safety (specifically near the park and school site), and lack of sidewalks.

The Administration is recommending the existing temporary diverter at the intersection of 38<sup>th</sup> Street and Avenue C to be removed and additional measures implemented to improve safe movement throughout the Mayfair/Kelsey Woodlawn neighbourhoods.

### Traffic Plan Recommendations

The recommended Neighbourhood Traffic Management Plan includes the following:

- 15 locations – traffic calming devices
- 9 locations – installation of new zebra crosswalks
- 8 locations – sidewalk installation
- 1 location – accessible ramp
- 2 locations – addition of left turn arrow at traffic signal
- 1 location – road widening
- 1 location – “no parking” signs
- 2 locations – speed limit signs in back lanes
- Numerous locations for stop and yield signs

The installation of each proposed improvement will be implemented in three phases:

1. Short-term (1 to 2 years) – temporary traffic calming measures, signage, pavement markings, accessible pedestrian ramps;
2. Medium-term (1 to 5 years) – permanent traffic calming devices, roadway realignment, sidewalks (in some cases); and
3. Long-term (5 years plus) – permanent traffic calming devices, roadway realignment, sidewalks.

The Neighbourhood Traffic Management Program plan for Mayfair/Kelsey Woodlawn is included in Attachment 1.

### **Public and/or Stakeholder Involvement**

Discussion with Mayfair residents began in June 2011 regarding options to address shortcutting on Avenue C. The feedback received resulted in the installation of a temporary traffic diverter. As part of the review, a survey of residents on the effectiveness of the diverter was completed in November 2012.

In June 2013, a public meeting was held to discuss traffic concerns and identify potential solutions. The feedback was used to develop the neighbourhood traffic plan which was presented at a follow up public meeting in October 2013.

The internal civic stakeholders of Public Works, Transit, Saskatoon Police Service, and the Saskatoon Fire Department provided feedback on the proposed improvements, which was incorporated into the proposed Traffic Management Plan.

### **Communication Plan**

If the recommendation is approved, flyers will be sent to the residents of the Mayfair/Kelsey Woodlawn neighbourhoods advising them of the upcoming traffic calming and signage installations. The City's website will also be updated to include information on the plan.

### **Environmental Implications**

The overall impact of the recommendations on traffic characteristics including the impacts on greenhouse gas emissions is not known at this time.

### **Financial Implications**

The implementation of the neighbourhood traffic calming plan will have significant financial implications. The costs are summarized in the following table.

Item	2015	Beyond 2015
Traffic Calming	\$11,500	\$ 402,000
Marked Pedestrian Crosswalks	10,000	-
Stop and Yield Signs	10,500	-
Parking and Speed Limit Signs	1,500	-
Sidewalk Construction	-	2,912,800
Accessibility Ramps	6,400	-
Traffic Operation Improvements	-	85,000
<b>TOTAL</b>	<b>\$39,900</b>	<b>\$3,399,800</b>

Funding for the costs incurred in 2015 will be included in Capital Project #1512 - Neighbourhood Traffic Management. There is adequate funding within the Traffic Safety Reserve to fund the 2015 component of this work.

Budgeted	Unbudgeted	Capital	Operating	Non-Mill Rate	External Funding
x		x			

The remainder of the work will be considered alongside all other improvements identified through the Neighbourhood Traffic Management Program. The Administration will include in their annual budget submission package the list of projects recommended to be funded, and the rationale used to prioritize the projects.

### **Other Considerations/Implications**

There are no options to the recommendation, policy, privacy or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

If approved by City Council, temporary traffic calming devices and signage will be implemented during the 2015 construction season. The Administration will provide a further report on the effectiveness of the changes within one year of implementation.

### **Public Notice**

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

### **Attachment**

1. 2014 Mayfair/Kelsey Woodlawn Neighbourhood Traffic Management Plan

### **Report Approval**

Written by: Justine Nyen, Traffic Safety Engineer, Transportation  
Reviewed by: Angela Gardiner, Director of Transportation  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities Department

2014

Mayfair/Kelsey-Woodlawn  
Neighbourhood Traffic  
Management Plan

## Executive Summary

The intent of the Neighbourhood Traffic Management Program is to address traffic concerns within neighbourhoods such as speeding, shortcutting, and pedestrian safety. Initially focusing on specific streets or small areas within neighbourhoods, the program was revised in August 2013 to address traffic concerns on a neighbourhood-wide basis. The revised program involves additional community and stakeholder consultation and provides the environment for the neighbourhood residents and City Staff to work together and develop solutions to address traffic concerns. The process is outlined in the ***City of Saskatoon Traffic Calming Guidelines and Tools*** (2013).

A public meeting was held in June of 2013 to identify traffic concerns and potential solutions or mitigation measures. Following the meeting a number of traffic assessments were completed to confirm and quantify the concerns raised by the residents. Based on the residents input provided at the initial public meeting, and the traffic data collected, a Traffic Management Plan was developed and presented to the community at a second public meeting held in October 2013.

Outlined in **Table ES-1** and **Table ES-2** is a summary of the proposed improvements for the Mayfair and Kelsey-Woodlawn neighbourhoods. The summary identifies the locations, the proposed improvement, and a schedule for implementation.

The schedule to implement the Traffic Management Plan can vary depending on the complexity of the proposed improvement. According to the ***City of Saskatoon Traffic Calming Guidelines and Tools*** document, the time frame may range from short (1 to 2 years); medium (1 to 5 years) and long (5 years plus). Accordingly, the specific time frame to implement the improvements for these neighbourhoods ranges from 1 to 5 years. The resulting proposed Mayfair/Kelsey-Woodlawn Traffic Management Plan is illustrated in **Exhibit ES-1**.

**Table ES-1: Mayfair Neighbourhood Improvements Summary**

Location	Proposed Measure	Time Frame
34 Street & Avenue E; 34 Street & Avenue F; 35 Street & Avenue E; 36 Street & Avenue E; 37 Street & Avenue D; 37 Street & Avenue E; and 37 Street & Avenue F	Zebra (ie. Striped) pedestrian crosswalk	1 to 2 years
34 Street & Avenue I	Standard pedestrian crosswalk	
34 Street & Avenue C; 35 Street & Avenue D; 37 Street & Avenue C; and 37 Street & Avenue F	Change yield signs to stop signs (not shown on map)	
37 Street & Avenue B	No parking signs 10m from intersection (not shown on map)	
Back Lanes between 38 Street/39 Street & Avenue B/Avenue C, and 37 <sup>th</sup> Street/38 <sup>th</sup> Street & Avenue C/ Avenue D	20kph speed signs (not shown on map)	
39 Street & Idylwyld Drive	Accessibility ramps	
34 Street & Avenue E	Curb extensions (northwest and southwest corners)	1 to 5 years (devices will be installed temporarily until proven effective)
34 Street & Avenue I	Median island	
35 Street & Avenue E	Curb extension (southwest corner)	
35 Street & Avenue I	Curb extensions (northwest and northeast corners)	
36 Street & Avenue C	Directional closure	
36 Street & Avenue E	Curb extensions (northwest and southeast corner)	
36 Street & Avenue G	Median island (east leg)	
37 Street & Avenue B	Median islands (north and south legs)	
37 Street & Avenue D	Curb extension (northwest corner)	
37 Street & Avenue E	Median island (west leg)	
38 Street & Avenue C	Directional closure	
38 Street & Avenue D	Median islands (east, west and south legs)	
38 Street & Avenue G	Median island (east leg)	
39 Street & Avenue E	Median island (east and west legs)	
Avenue C – south of railway tracks	Curb extension and median island	
36 Street & Idylwyld Drive	Operations improvement (not shown on map)	5 years plus
39 Street & Idylwyld Drive	Add left turn arrow phase (not shown on map)	
37 Street between Avenue B & Avenue D (both sides)	Sidewalk	
37 Street between Avenue F & Avenue I (north side)		
38 Street between Idylwyld Drive & Avenue G (both sides)		
Avenue D between 38 Street Alley near park (west side)		

**Table ES-2: Kelsey-Woodlawn Neighbourhood Improvements Summary**

Location	Proposed Measure	Time Frame
1 Avenue between 34 Street & 38 Street; 2 Avenue between 34 Street & 39 Street	Yield signs	1 to 2 years
39 Street & Saskatchewan Avenue; 39 Street & Alberta Avenue	Change yield signs to stop signs (not shown on map)	
39 & Quebec Avenue	Zebra (ie. Striped) pedestrian crosswalk	
Alberta Avenue between 33 Street & 34 Street (both sides)	Sidewalk	5 year plus
Alberta Avenue between 34 Street & 36 Street (west side)		
39 Street between Idylwyld Drive & 1 Avenue (both sides)		
Quebec Avenue between 33 Street and 40 Street (both sides)		
Ontario Avenue Between 33 Street & 39 Street (both sides)		
38 Street between Quebec Avenue & 2 Avenue (both sides)		

# Mayfair/Kelsey-Woodlawn – Neighbourhood Traffic Management Plan

## Exhibit ES-1: Mayfair/Kelsey-Woodlawn Traffic Management Plan





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## 1 Study Purpose

The purpose of this project was to develop a Traffic Management Plan for the Mayfair and Kelsey-Woodlawn neighbourhoods following the procedure outlined in the **City of Saskatoon Traffic Calming Guidelines and Tools** document adopted by City Council in August 2013.

The development of the Traffic Management Plan includes four stages:

- **Stage 1** - Identify existing problems, concerns and possible solutions through initial neighbourhood consultation and the Shaping Saskatoon Website.
- **Stage 2** - Develop a traffic plan based on resident's input and traffic data collected.
- **Stage 3** - Present a traffic plan to the neighbourhood at a follow-up meeting; present a draft plan to the residents and other civic Divisions for feedback regarding the proposed measures in the plan; and forward to City Council for approval.
- **Stage 4** - Implement the proposed measures in a specific time frame, short term (1 to 2 years), medium term (1 to 5 years), or long term (5 years plus).

## 2 Issue Identification

A public meeting was held in June 2013 to identify traffic concerns within the neighbourhoods. At the meeting, residents were given the opportunity to express their concerns and identify possible solutions.

A majority of the residents were concerned about speeding, pedestrian safety and shortcutting as a result of the temporary diverter. The temporary diverter was installed at the intersection of Avenue C and 38 Street in 2011 to reduce the shortcutting traffic on Avenue C between 33<sup>rd</sup> Street and Circle Drive. Following its installation, there was little support for the diverter from the community, and the meeting gave them an opportunity to express their concerns and suggest other possible solutions.

The following pages contain summaries of the neighbourhood concerns collected during the initial neighbourhood consultation, and proposed solutions.

## CONCERN 1 - TRAFFIC VOLUME/SHORTCUTTING

Shortcutting through neighbourhoods is often caused by motorists avoiding arterial streets and trying to find the shortest route. Mayfair has experienced a high volume of traffic on Avenue C as a result of higher traffic volumes on Circle Drive, Idylwyld Drive, and 33<sup>rd</sup> Street.

To address this issue, a temporary diverter was installed at the intersection of Avenue C and 38<sup>th</sup> Street in 2011. Many of the residents felt that the diverter was causing traffic volume increases on the adjacent streets and back lanes. A majority of the concerns outlined below are believed to be due to the diverter.

### Neighbourhood Concerns

- Avenue D near A.H. Browne Park: shortcutting/increased traffic volumes
- 34<sup>th</sup> Street & Avenue E (south corner of Mayfair School): increased traffic volumes
- 35<sup>th</sup> Street, 36<sup>th</sup> Street, 39<sup>th</sup> Street, Avenue B, and Avenue G: high traffic volumes
- 39<sup>th</sup> Street & Idylwyld Drive: long queues; delays at the traffic signals; traffic spills back to 4-way stop at Avenue C; McDonalds and strip mall entrance make it worse
- 36<sup>th</sup> Street & Idylwyld Drive: long queues at traffic signals; road is too narrow to make right turn
- Avenue G north of 33<sup>rd</sup> Street
- Royal Bank and Co-Op on Avenue C: causes shortcutting and high traffic volumes on Avenue C

### Proposed Solutions

- Upgrade traffic signals at 39<sup>th</sup> Street & Idylwyld Drive to include a dedicated left-turn (arrow)
- 39<sup>th</sup> Street & Idylwyld Drive: change to right-in/right-out because left-turning cars from these businesses block traffic at McDonalds, Best Western, strip mall
- Make Avenue C and Avenue B one-way streets
- Install signs restricting trucks/semis
- Royal Bank and Co-Op on Avenue C: need to be removed because it's a nuisance to access; need to change exits to encourage use of Circle Drive

## **CONCERN 2 – SPEEDING**

A majority of the residents in the neighbourhood were concerned with speeding of traffic as a result of the diverter, specifically on 38<sup>th</sup> Street. In addition, speeding near school sites and parks was also raised as a concern since there are many children in the area who walk to schools and play in the parks.

The posted speed limit in the neighbourhood is 50kph, and 30kph in the school zone. The specific concerns are outlined below.

### **Neighbourhood Concerns**

- 38<sup>th</sup> Street between Avenue I to Avenue C
- Near A.H. Browne Park on Avenue D
- Avenue I
- Back lanes; particularly near traffic diverter (38<sup>th</sup> 39<sup>th</sup> Street & Avenue B/C; and 37<sup>th</sup> /38<sup>th</sup> Street Avenue C/D)
- Avenue F between 35<sup>th</sup> Street & 36<sup>th</sup> Street
- 39<sup>th</sup> Street between Idylwyld Drive & 1 Avenue
- Avenue G north of 33<sup>rd</sup> Street
- Avenue B between 38<sup>th</sup> Street & 39<sup>th</sup> Street

### **Proposed Solutions**

- Increase police presence

### CONCERN 3 - TRAFFIC CONTROL

Traffic control signs are used in order to assign the right-of-way and must meet guidelines in Council Policy C07-007 *Traffic Control – Use of Stop and Yield Signs*. Stop and yield signs are not to be used as speed control devices, to stop priority traffic over minor traffic, on the same approach to an intersection where traffic signals are operational, or as a pedestrian crossing device.

An all-way stop must meet the conditions for traffic volume, collision history and must have a balanced volume from each leg to operate sufficiently.

Stop and yield signs were installed throughout the Mayfair neighbourhood to address changing traffic patterns as a result of the diverter. A majority of the concerns outlined below were due to these changes.

#### Neighbourhood Concerns

- 37<sup>th</sup> Street & Avenue B: yield sign reorientation has increased speed
- 37<sup>th</sup> Street & Avenue C: yield sign reorientation has caused many near misses
- 37<sup>th</sup> Street & Avenue D: not in favour of stop signs that were removed (when diverter was installed); increased speeding on Avenue D between 36 Street & 38 Street
- 36<sup>th</sup> Street westbound from Idylwyld Drive is dangerous at every intersection (Avenue B, Avenue D, Avenue F, etc.)
- 39<sup>th</sup> Street & Avenue E: drivers ignoring yield signs
- 34<sup>th</sup> Street & Avenue E (south corner of Mayfair School): drivers not yielding; many near misses

#### Proposed Solutions

- 34<sup>th</sup> Street & Avenue I: 3-way stop
- 36<sup>th</sup> Street & Avenue I: 3-way stop
- 36<sup>th</sup> Street & Avenue C: 4-way stop
- Change yield signs to stop signs because people aren't slowing down
- More stop signs to slow drivers

#### **CONCERN 4 - PEDESTRIAN SAFETY**

A majority of the residents have children that attend Mayfair School and play in A.H. Browne Park. They expressed a concern that the area lacked safe pedestrian crosswalks and sidewalks.

Pedestrian crosswalks need to meet the City of Saskatoon's Pedestrian Crossing Policy (*C07-018 Traffic Control at a Pedestrian Crossing*).

##### **Neighbourhood Concerns**

- 34<sup>th</sup> Street & Avenue E; and 34<sup>th</sup> Street & Avenue F (Mayfair School): needs improved crosswalk
- A.H. Browne Park: crossings need to be improved
- 39<sup>th</sup> Street between 1 Avenue & Avenue C, 39<sup>th</sup> Street between Avenue C & Ontario Avenue; Ontario Avenue between 33<sup>rd</sup> Street & 39<sup>th</sup> Street; and Quebec Avenue between 33<sup>rd</sup> Street & Circle Drive: need sidewalks, especially near bus stops; pedestrians walking on street along bus routes
- 38<sup>th</sup> Street between Idylwyld Drive & Avenue G; 37<sup>th</sup> Street between Avenue B & Avenue D; 37<sup>th</sup> Street between Avenue F & Avenue I; Alberta Avenue between 33<sup>rd</sup> Street & 34<sup>th</sup> Street; all bus routes: need sidewalks
- Alberta Avenue between 33<sup>rd</sup> Street & 36<sup>th</sup> Street: students from SIAST and St. Michaels School walk on the street because there are no sidewalks
- 39<sup>th</sup> Street & Idylwyld Drive: unsafe to reach pedestrian lights because there are no ramps
- Temporary curbs used for traffic calming devices limit accessibility for scooters/wheelchairs
- 33<sup>rd</sup> Street & Avenue H: vehicles are turning when pedestrians are crossing 33<sup>rd</sup> Street and there has been near misses

##### **Proposed Solutions**

- Install sidewalks
- Install accessibility ramps at 39<sup>th</sup> Street & Idylwyld Drive

## **CONCERN 5 - TRAFFIC DIVERTER**

There were a number of concerns regarding the traffic diverter in addition to the shortcutting concerns previously mentioned. These included the appearance, location, and orientation of the diverter. More details are provided below.

### **Neighbourhood Concerns**

- Driving over lawn to get around diverter
- Pedestrians can't cross; barriers cut off access to sidewalks
- Diverter is unaesthetic/eyesore
- Accessibility for wheelchairs, scooters, cyclists etc.

### **Proposed Solutions**

- Change direction of diverter to direct towards Idylwyld Drive
- Re-route traffic to Avenue B, not Avenue D next to the park
- Move diverter to 37<sup>th</sup> Street
- Diverter should have been placed on 39<sup>th</sup> Street & Avenue C so drivers are directed to traffic signals at Idylwyld Drive instead of adjacent local side streets
- Move the diverter one block south so drivers won't speed by the park
- Install 4-way stop instead of diverter
- Traffic circle would be better option
- Use speed humps or rumble strips

### **CONCERN 6 – MAINTENANCE**

Residents feel that streets need improved maintenance.

#### **Neighbourhood Concerns**

- Potholes
- Icy conditions make trucks slide into diverter hitting signs
- During winter months roads are narrowed from snow buildup and cars park further onto street

#### **Proposed Solutions**

- Avenue C between 38<sup>th</sup> Street & Circle Drive; and 39<sup>th</sup> Street between Avenue C & Idylwyld Drive needs paving

### **CONCERN 7 – PARKING**

Parking is allowed on all city streets unless signage is posted. Under Bylaw 7200, The Traffic Bylaw, vehicles are restricted from parking within 10 metres of an intersection and one metre of a driveway crossing.

#### **Neighbourhood Concerns**

- Avenue D: parking on west side restricts visibility
- 36<sup>th</sup> Street: parked vehicles make it very narrow for 2-way traffic
- Avenue B: trucks illegally parking

#### **Proposed Solutions**

- Increase police presence and parking enforcement



### 3 Neighbourhood Traffic Management Plan Development

Stage 2 of the implementation process includes developing a Traffic Management Plan using the input received by the residents from the Mayfair and Kelsey-Woodlawn neighbourhoods and undertaking traffic assessments.

#### 1. Traffic Volumes and Travel Speeds

Traffic volumes and travel speeds were measured to determine the need for traffic calming devices. Neighbourhood streets are classified as either local or collector streets. Traffic volumes (referred to as Average Daily Traffic or ADT) on these streets should meet the City of Saskatoon guidelines shown in **Table 1**.

**Table 1: City of Saskatoon Roadway Classifications and Characteristics**

Characteristics	Classifications					
	Back Lanes		Locals		Collectors	
	Residential	Commercial	Residential	Commercial	Residential	Commercial
Traffic function	Access function only (traffic movement not a consideration)		Access primary function (traffic movement secondary consideration)		Traffic movement and land access of equal importance	
Average Daily Traffic (vpd)	<500	<1,000	<1,000	<5,000	<5,000	8,000-10,000
Typical Speed Limits (kph)	20		50		50	
Transit Service	Not permitted		Generally avoided		Permitted	
Cyclist	No restrictions or special facilities		No restrictions or special facilities		No restrictions or special facilities	
Pedestrians	Permitted, no special facilities		Sidewalks on one or both sides	Sidewalks provided where required	Typically sidewalks provided both sides	Sidewalks provided where required
Parking	Some restrictions		No restrictions or restriction on one side only		Few restrictions other than peak hour	

Travel speeds were measured to determine the 85<sup>th</sup> percentile speed (the speed at which vehicles are traveling at or below). The speed limit in the Mayfair/Kelsey-Woodlawn area is 50kph, except for school zones where the speed limit is 30kph between September and June (8:00am to 5:00pm) excluding weekends.

The speed studies and average daily traffic on streets where speeding was identified as an issue are summarized in **Table 2**.

**Table 2: Speed Studies and Average Daily Traffic Counts (2013)**

Location		Classification	Average Daily Traffic (vpd)	Speed (kph)	
Street	Between				
36 <sup>th</sup> Street	Avenue B & Avenue C	Collector	2,950	48	
38 <sup>th</sup> Street	Avenue D & Avenue E		2,430	50	
	Avenue E & Avenue F		2,115	52	
Avenue I	36 <sup>th</sup> Street & 37 <sup>th</sup> Street		1,808	51	
39 <sup>th</sup> Street	Alberta Avenue & Ontario Avenue	Local (Commercial)	3,560	51	
	Avenue B & Avenue C	Local	5,405	41	
	Avenue D & Avenue E		1,660	48	
Avenue B	between 34 <sup>th</sup> Street & 36 <sup>th</sup> Street		765	36	
	36 <sup>th</sup> Street & 37 <sup>th</sup> Street		930	43	
	38 <sup>th</sup> Street & 39 <sup>th</sup> Street		1,790	36	
Avenue C	36 <sup>th</sup> Street & 37 <sup>th</sup> Street		680	43	
	39 <sup>th</sup> Street & Railway tracks		5,305	47	
Avenue D	36 <sup>th</sup> Street & 37 <sup>th</sup> Street		900	39	
	37 <sup>th</sup> Street & 38 <sup>th</sup> Street		1,120	37	
	38 <sup>th</sup> Street & 39 <sup>th</sup> Street		410	38	
Avenue E	34 <sup>th</sup> Street & 35 <sup>th</sup> Street (School zone)		454	32 (school hours) & 41 (regular hours)	
Avenue F	35 <sup>th</sup> Street & 36 <sup>th</sup> Street		555	39	
Avenue G	33 <sup>rd</sup> Street & 34 <sup>th</sup> Street		573	43	
Back lane	Avenue B/Avenue C & 38 <sup>th</sup> Street/39 <sup>th</sup> Street		Back lane	9	30
	Avenue C/Avenue D & 37 <sup>th</sup> Street/38 <sup>th</sup> Street			3	31

2. Turning Movement Counts

Turning movement counts were completed to determine the need for an all-way (i.e. 3-way or 4-way) stop control. All-way stop controls need to meet Council Policy C07-007 *Traffic Control – Use of Stop and Yield Signs*. Criteria outlined in the policy that may warrant an all-way stop include a peak hour count greater than 600 vehicles or an ADT greater than 6,000 vehicles per day. Results of the studies are shown in **Table 3**.

**Table 3: All-way Stop Studies**

Location	Peak Hour Count	ADT (vehicles per day)	All-Way Stop Warrant
34 <sup>th</sup> Street & Avenue E	112	1,170	All-Way Stop Not Warranted
36 <sup>th</sup> Street & Avenue C	422	5,220	
36 <sup>th</sup> Street & Avenue D	439	5,370	
37 <sup>th</sup> Street & Avenue D	178	1,980	
37 <sup>th</sup> Street & Avenue B	151	2,100	
37 <sup>th</sup> Street & Avenue F	110	1,100	
38 <sup>th</sup> Street & Avenue C	429	5,460	
38 <sup>th</sup> Street & Avenue D	378	4,960	
38 <sup>th</sup> Street & Avenue G	367	4,670	
39 <sup>th</sup> Street & Quebec Avenue	1,320	13,710	

The intersection of 39<sup>th</sup> Street & Quebec Ave meets the traffic volume requirements for an all-way stop; however Council Policy C07-007 *Traffic Control – Use of Stop and Yield Signs* states that the traffic volume from the minor roadway must be no less than 35% of the total traffic volume entering the intersection for an all-way stop to be installed. In this case the traffic entering from the minor roadway was found to be 24% of the total volume; therefore, an all-way stop is not recommended as the traffic flows are not balanced and an all-way stop will create excessive delay for the majority of motorists.

3. Pedestrian Studies

Pedestrian studies are conducted to determine the need for pedestrian actuated signalized crosswalks; which are either active pedestrian corridor (flashing yellow lights) or pedestrian-actuated signals. A warrant system assigns points for a variety of conditions that exist at the crossing location, including: the number of traffic lanes to be crossed; the presence of a physical median; the posted speed limit of the street; the distance the crossing point is to the nearest protected crosswalk point; and the number of pedestrian and vehicles at the location. Pedestrian and traffic data is collected during the five peak hours 8:00am-9:00am, 11:30am-1:30pm, and 3:00pm-5:00pm.

In addition, if a pedestrian actuated crosswalk is not warranted, a marked pedestrian crosswalk such as the standard or a zebra (ie. striped) may be considered. A summary of the pedestrian studies are provided in **Table 4**.

**Table 4: Pedestrian Studies**

Location	Number of pedestrian crossings	Pedestrian Device Warrant
34 <sup>th</sup> Street & Avenue E	83	Not Warranted
37 <sup>th</sup> Street & Avenue F	47	
39 <sup>th</sup> Street & Quebec Avenue	23	

## 4 Presentation of Plan to Stakeholders

Stage 3 of the implementation process under the Neighbourhood Traffic Management Program is to draft a plan and present to the residents, and other Civic Divisions for feedback regarding the proposed improvements in the plan.

The tables in this section outline the details of the Traffic Management Plan, including the location, improvement, the reason for the improvement and a planned implementation date for each improvement.

### 1. Shortcutting on Avenue C

Motorists use Avenue C North as a shortcut between 33<sup>rd</sup> Street to Circle Drive, avoiding higher traffic volumes on Idylwyld Drive. The devices in **Table 5** are recommended as an alternative to the existing diverter.

**Table 5: Avenue C Recommendations**

Location	Improvement	Reason
Avenue C - south of railroad tracks (entrance to Mayfair)	Install curb extension* (west side) & median island	Reduce speed; passively inform drivers that they are entering neighbourhood
38 <sup>th</sup> Street & Avenue C	Install directional closure* southbound	Reduce shortcutting; encourage drivers to use 38 <sup>th</sup> Street (which is a collector roadway designed to carry higher traffic volumes)
36 <sup>th</sup> Street & Avenue C	Install directional closure* northbound	Reduce shortcutting; encourage drivers to use 36 <sup>th</sup> Street (which is a collector roadway designed to carry higher traffic volumes); encourage drivers to go to traffic signals at Idylwyld Drive

\*For details on these devices refer to the *City of Saskatoon Traffic Calming Guidelines and Tools*

**2. Changing Traffic Patterns Caused by Directional Closures**

Traffic patterns will change as a result of the directional closures. Motorists will choose to use other routes within the neighbourhood. As a result of the expected traffic pattern changes, a number of traffic calming devices have been recommended to be implemented at the locations identified in **Table 6**.

**Table 6: Traffic Calming Recommendations**

Location	Improvement	Reason
38 <sup>th</sup> Street & Avenue D	Install median islands* on east, west and south legs	Reduce shortcutting onto Avenue D (near park) caused by directional closure at 38 <sup>th</sup> Street & Avenue C; discourage drivers from turning left onto Avenue D
37 <sup>th</sup> Street & Avenue B	Install median islands on north and south legs; install signage to indicate "no parking" zone 10m from intersection on north and south legs	Reduce speed; discourage drivers from shortcutting onto Avenue B caused by directional closures on Avenue C – 38 <sup>th</sup> Street & 36 <sup>th</sup> Street; ensure motorists can pass between median island and parked vehicles
38 <sup>th</sup> Street & Avenue G; 36 <sup>th</sup> Street & Avenue G	Install median island (east leg)	Reduce speed
39 <sup>th</sup> Street & Avenue E	Install median island (east and west legs) with additional yield signs on median	Reduce speed; provide additional visibility for yield signs
36 <sup>th</sup> Street & Idylwyld Drive	Add left-turn arrow phase at traffic signals and widen 36 <sup>th</sup> Street to include Right-Turn lane (review after traffic calming measures are installed)	Prevent congestion on 36 <sup>th</sup> Street west of Idylwyld Drive
39 <sup>th</sup> Street & Idylwyld Drive	Add dedicated left-turn phase at traffic signals (review after traffic calming measures are installed)	Prevent congestion on 39 <sup>th</sup> Street west of Idylwyld Drive
Back lanes between 38 <sup>th</sup> Street/39 <sup>th</sup> Street & Avenue B/Avenue C; and 37 <sup>th</sup> Street/36 <sup>th</sup> Street & Avenue C/Avenue D	Install speed limit signs	Reduce speeds of motorists shortcutting through back lanes due to directional closure

\*For details on these devices refer to the *City of Saskatoon Traffic Calming Guidelines and Tools*

The proposed recommendation for the traffic signals and road widening are a result of the traffic impact that are expected from the directional closure. Typically arterial roadways are reviewed via a corridor study that considers multiple signalized intersections, transit, larger traffic volumes, access management, and adjacent land use. Upon implementation of the traffic calming measures within the neighbourhoods, a review will be undertaken to determine the extent of the modifications required at the signalized intersections.

**3. Pedestrian Safety**

**A.H. Browne Park:**

Residents in the area have children that attend the park on a daily basis. The improvements listed in **Table 7** are recommended to improve pedestrian safety and mobility. When the sidewalks have been constructed, accessible ramps will be included.

**Table 7: Pedestrian Safety Improvements – A.H. Browne Park**

Location	Improvement	Reason
37 <sup>th</sup> Street & Avenue D	Install curb extension* & zebra crosswalk (northwest corner)	Reduce speed & improve pedestrian safety near park
37 <sup>th</sup> Street & Avenue E	Install median island (west leg) & zebra crosswalk (east and west leg)	
37 <sup>th</sup> Street & Avenue F	Install zebra crosswalk (north and south leg)	Improve pedestrian safety near park
Avenue D between 38 <sup>th</sup> Street & alley (between 38 <sup>th</sup> Street & 37 <sup>th</sup> Street)	Install sidewalk on west side	
37 <sup>th</sup> Street between Avenue B & D	Install sidewalk on both sides	Improve pedestrian safety (connects to park)
37 <sup>th</sup> Street between Avenue F & Avenue I	Install sidewalk on north side	

\*For details on these devices refer to the *City of Saskatoon Traffic Calming Guidelines and Tools*

**School Sites (Mayfair, St. Michael, SIAST/Kelsey):**

It is important to address the school sites where students are encouraged to walk instead of being dropped off. Mayfair/Kelsey-Woodlawn is considered a walkable neighbourhood and by implementing the improvements shown in **Table 8**, pedestrian safety will be enhanced.

**Table 8: Pedestrian Safety Improvements – School Sites**

Location	Improvement	Reason
36 <sup>th</sup> Street & Avenue E	Install curb extensions (northwest and southeast corners) & zebra crosswalk (west leg)	Reduce speed; improve pedestrian safety (connection between park and school)
34 <sup>th</sup> Street & Avenue I	Install median island & standard crosswalk	Reduce speed; improve pedestrian safety (walkway between Avenue I & Avenue J will be paved in 2014 which connects Henry Kelsey Park/Henry Kelsey School and Mayfair School)
35 <sup>th</sup> Street & Avenue I	Install curb extensions (northwest and northeast corners)	Reduce speed; improve pedestrian safety
35 <sup>th</sup> Street & Avenue E	Install curb extension (southeast corner) & zebra crosswalk (north and south leg)	Reduce speed; improve pedestrian safety near school
34 <sup>th</sup> Street & Avenue E	Install curb extension (northwest and southwest corner) & zebra crosswalk (west leg)	Improve pedestrian safety (connects to school)
34 <sup>th</sup> Street & Avenue F	Install zebra crosswalk (east leg)	Improve pedestrian safety (connects to school)
Alberta Avenue between 33 <sup>rd</sup> Street & 36 Street	Install sidewalk on both sides between 33 <sup>rd</sup> Street & 34 <sup>th</sup> Street; west side only between 34 <sup>th</sup> Street & 36 <sup>th</sup> Street	Improve pedestrian safety (connects to SIAST/Kelsey Campus)

**Bus Routes:**

The improvements shown below are for the bus routes that run through the Mayfair and Kelsey-Woodlawn neighbourhoods. The improvements shown in **Table 9** will enhance pedestrian safety, notably for those who take the bus.

**Table 9: Pedestrian Safety Improvements – Bus Routes**

Location	Improvement	Reason
39 <sup>th</sup> Street & Quebec Avenue	Install zebra crosswalk (north and south leg); installed in 2013	Improve pedestrian safety along bus route/near bus stop
39 <sup>th</sup> Street between Idylwyld Dr & 1 <sup>st</sup> Avenue	Install sidewalk on both sides	Improve pedestrian safety on bus route
38 <sup>th</sup> Street between Idylwyld Dr & Avenue I; Quebec Avenue & 2 <sup>nd</sup> Avenue		
Quebec Avenue between 33 <sup>rd</sup> Street & 40 <sup>th</sup> Street		
Ontario Avenue between 33 <sup>rd</sup> Street & 39 <sup>th</sup> Street		

Accessibility for Seniors/Disabled Users:

Improving accessibility for seniors and disabled users is very important; therefore, the following recommendation is made to have a ramp installed at the intersection noted below.

**Table 10: Accessibility Improvements for Seniors/Disabled Users**

Location	Improvement	Reason
39 <sup>th</sup> Street & Idylwyld Drive	Install accessibility ramps on southeast and southwest corners	Improve pedestrian safety; improve accessibility for scooters and wheelchairs

**4. Traffic Control**

The recommendation below to install traffic control clearly assigns the right-of-way and will improve the safety at intersections.

**Table 11: Traffic Control Improvements**

Location	Improvement	Reason
1 <sup>st</sup> Avenue between 34 <sup>th</sup> Street & 38 <sup>th</sup> Street; and 2 <sup>nd</sup> Avenue between 34 <sup>th</sup> Street & 39 <sup>th</sup> Street	Install yield signs at all uncontrolled intersections	Provide guidance; improve safety
35 <sup>th</sup> Street & Avenue D; 39 <sup>th</sup> Street & Saskatchewan Avenue; and 39 <sup>th</sup> Street & Alberta Avenue	Change yield signs to stop signs	Improve safety on bus route; encourage compliance
34 <sup>th</sup> Street & Avenue C; 37 <sup>th</sup> Street & Avenue C; and 37 <sup>th</sup> Street & Avenue F	Change yield signs to stop signs	Improve safety; encourage compliance

**Follow up Consultation – Presentation of Traffic Management Plan**

The other civic Divisions supported the Traffic Management Plan with the following specific comments:

- The Fire Department requested limiting the number of locations for roundabouts and speed humps as they may decrease response times
- Transit requested that all devices installed allow them to manoeuvre around them without causing damage to their vehicles

In a meeting with the residents held in October 2013, further feedback was collected. In general, the Traffic Management Plan was well received with only a few minor changes required.



## 5 Plan Implementation

Stage 4, the last stage of the process, is to install the improvements for the Mayfair and Kelsey-Woodlawn neighbourhoods within the specified time line. The time frame for the installations depends upon the complexity of the solution. A short term time frame is defined by implementing the improvements within 1 to 2 years; medium-term is 1 to 5 years; and long-term is 5 years plus.

All traffic calming measures will be installed temporarily using rubber curbing and will be implemented in the short-term (1 to 2 years).

Prior to replacing the rubber curbing with concrete, and making the traffic calming permanent, the effectiveness of the measure will be evaluated. The time frame to install permanent traffic calming may depend on the complexity of the device. The permanent device installation will be in the medium-term (1 to 5 years) and depends on the availability of funding.

The placement of pedestrian signage, ramps, and traffic control can be completed in the short-term frame (1 to 2 years), while the traffic signal and sidewalk improvements will be addressed in the long-term (5 years plus) due to the higher cost of construction.

The estimated costs of the improvements included in the Neighbourhood Traffic Management Plan are outlined in the following tables:

- Table 12: Permanent Traffic Calming Cost Estimate
- Table 13: Marked Pedestrian Crosswalks Cost Estimate
- Table 14: Traffic Control Signage – Stop & Yield Cost Estimate
- Table 15: Parking and Speed Limit Signage Cost Estimate
- Table 16: Sidewalks Cost Estimate
- Table 17: Accessibility Ramps Cost Estimate
- Table 18: Traffic Operation Improvements Cost Estimate

**Table 12: Permanent Traffic Calming Cost Estimate**

Location	Traffic Calming Device (s)	Cost Estimate		Time Frame
		Temporary	Permanent	
34 <sup>th</sup> Street & Avenue E	Curb extensions (northwest and southwest corners)	\$1,000	\$60,000	1 to 5 years
34 <sup>th</sup> Street & Avenue I	Median island	\$500	\$6,000	
35 <sup>th</sup> Street & Avenue E	Curb extension (southwest corner)	\$500	\$30,000	
35 <sup>th</sup> Street & Avenue I	Curb extensions (northwest and northeast corners)	\$1,000	\$60,000	
36 <sup>th</sup> Street & Avenue C	Directional closure	\$500	\$30,000	
36 <sup>th</sup> Street & Avenue E	Curb extensions (northwest and southeast corner)	\$1,000	\$60,000	
36 <sup>th</sup> Street & Avenue G	Median island (east leg)	\$500	\$6,000	
37 <sup>th</sup> Street & Avenue B	Median islands (north and south leg)	\$1,000	\$12,000	
37 <sup>th</sup> Street & Avenue E	Median island (west leg)	\$500	\$6,000	
37 <sup>th</sup> Street & Avenue D	Curb extension (northwest corner)	\$500	\$30,000	
38 <sup>th</sup> Street & Avenue C	Directional closure	\$500	\$30,000	
38 <sup>th</sup> Street & Avenue D	Median islands (east, west and south legs)	\$1,500	\$18,000	
38 <sup>th</sup> Street & Avenue G	Median island (east leg)	\$500	\$6,000	
39 <sup>th</sup> Street & Avenue E	Median islands (east and west leg)	\$1,000	\$12,000	
Avenue C – south of railway tracks	Curb extension	\$500	\$30,000	
Avenue C – south of railway tracks	Median island	\$500	\$6,000	
<b>Total</b>		<b>\$11,500</b>	<b>\$402,000</b>	

Temporary traffic calming will be installed in 2015 and will be monitored to determine its effectiveness. If proven effective, the devices will be made permanent upon approval of sufficient funding. Prior to becoming permanent, the devices will remain temporary and will be maintained on a yearly basis. An estimated cost for maintenance is about \$5,000 per year. The maintenance typically involves the replacement of damaged curbs as result of the winter-snow removal, damage from vehicle impact, etc.

**Table 13: Marked Pedestrian Crosswalks Cost Estimate**

Location	Pedestrian Signs & Pavement Markings	Cost Estimate	Time Frame
34 <sup>th</sup> Street & Avenue E	4 signs and zebra markings	\$1,200	1 to 2 years
34 <sup>th</sup> Street & Avenue F	4 signs and zebra markings	\$1,200	
34 <sup>th</sup> Street & Avenue I	4 signs and standard markings	\$1,200	
35 <sup>th</sup> Street & Avenue E	4 signs and 2 zebra markings	\$1,400	
36 <sup>th</sup> Street & Avenue E	4 signs and zebra markings	\$1,200	
37 <sup>th</sup> Street & Avenue D	4 signs & zebra markings	\$1,200	
37 <sup>th</sup> Street & Avenue E	4 signs and zebra markings	\$1,200	
37 <sup>th</sup> Street & Avenue F	4 signs and 2 zebra markings	\$1,400	
<b>Total</b>		<b>\$10,000</b>	

The operating impact on an annual basis to maintain the painted crosswalks is \$12,000, which includes 2 rounds of paint per year.

**Table 14: Traffic Control Signage – Stop & Yield Cost Estimate**

Location	Number of signs	Cost Estimate	Time Frame
1 <sup>st</sup> Avenue between 34 <sup>th</sup> Street & 38 <sup>th</sup> Street; and 2 <sup>nd</sup> Avenue between 34 <sup>th</sup> Street & 39 <sup>th</sup> Street	30	\$7,500	1 to 2 year
39 <sup>th</sup> Street & Saskatchewan Avenue; and 39 <sup>th</sup> Street & Alberta Avenue	4	\$1,000	
34 <sup>th</sup> Street & Ave C; 35 <sup>th</sup> Street & Avenue D; 37 <sup>th</sup> Street & Avenue C; and 37 <sup>th</sup> Street & Avenue F	8	\$2,000	
<b>Total</b>		<b>\$10,500</b>	

**Table 15: Parking and Speed Limit Signage Cost Estimate**

Location	Number of signs	Cost Estimate	Time Frame
37 <sup>th</sup> Street & Avenue B	2 No parking (north and south leg corners)	\$500	1 to 2 year
Back lanes between Avenue B/Avenue C & 38 <sup>th</sup> Street/39 <sup>th</sup> Street and Avenue C/Avenue D & 37 <sup>th</sup> Street/38 <sup>th</sup> Street	4 speed limits signs indicating 20kph	\$1,000	
<b>Total</b>		<b>\$1,500</b>	

**Table 16: Sidewalks Cost Estimate**

Location	Estimated Length of Sidewalk	Cost Estimate	Time Frame
37 <sup>th</sup> Street between Avenue B & Avenue D (both sides)	320 m	\$140,800.00	5 years plus
37 <sup>th</sup> Street between Avenue F & Avenue I (north side)	240 m	\$105,600.00	
38 <sup>th</sup> Street between Idylwyld Drive & Avenue G (both sides)	960 m	\$422,400.00	
3 <sup>th</sup> Street between Quebec Avenue & 2 <sup>nd</sup> Avenue (both sides)	400 m	\$176,000.00	
39 <sup>th</sup> Street between Idylwyld Drive & 1 <sup>st</sup> Avenue (both sides)	900 m	\$396,000.00	
Alberta Avenue between 33 <sup>rd</sup> Street & 34 <sup>th</sup> Street (both sides)	220 m	\$96,800.00	
Alberta Avenue between 34 <sup>th</sup> Street & 36 <sup>th</sup> Street (west side)	340 m	\$149,600.00	
Avenue D between 38 <sup>th</sup> Street & alley near park (west side)	40 m	\$17,600.00	
Ontario Avenue between 33 <sup>rd</sup> Street & 39 <sup>th</sup> Street (both sides)	1400 m	\$616,000.00	
Quebec Avenue between 33 <sup>th</sup> Street & 40 <sup>th</sup> Street (both sides)	1800 m	\$792,000.00	
<b>Total</b>	<b>6280 m</b>	<b>\$2,912,800.00</b>	

**Table 17: Accessibility Ramps Cost Estimate**

Location	Number of ramps	Cost Estimate	Time Frame
39 <sup>th</sup> Street & Idylwyld Drive	2 (south east and southwest corners)	\$6,400	1 to 2 years
<b>Total</b>		<b>\$6,400</b>	

**Table 18: Traffic Operation Improvements Cost Estimate**

Location	Improvement	Cost Estimate	Time Frame
36 <sup>th</sup> Street & Idylwyld Drive	Add Left turn arrow phase	\$5,000	5 years plus
36 <sup>th</sup> Street & Idylwyld Drive	Widen 36 <sup>th</sup> Street to include right turn lane	\$75,000	
39 <sup>th</sup> Street & Idylwyld Drive	Add left turn phase	\$5,000	
<b>Total</b>		<b>\$85,000</b>	



# **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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## **Proposed Renaming Request**

### **Recommendation of the Committee**

That the renaming of “Stonebridge Green” to “Gordon Road” be approved subject to the approval of the Stonebridge Neighbourhood Concept Plan amendment before City Council on August 21, 2014.

### **History**

At the August 18, 2014 Standing Policy Committee on Planning, Development and Community Services meeting, a letter from the Naming Advisory Committee was considered regarding the above matter.

### **Attachment**

August 12, 2014 Naming Advisory Committee letter and Report of General Manager, Community Services - May 9, 2014 [Files CK. 6310-1 and PL. 4001-5-2].



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

~~5.1.4 and 5.2.1~~

222 - 3rd Avenue North  
Saskatoon, SK S7K 0J5

ph 306•975•3240  
fx 306•975•2784

August 12, 2014

Secretary, SPC on Planning, Development, and  
Community Services

Dear Secretary:

**Re: Addition of Name to the Names Master List  
AND  
Proposed Renaming Request  
(File No. CK. 6310-1)**

In accordance with Bylaw No. 9170, *The Procedures and Committees Bylaw, 2014*, the Naming Advisory Committee, effective July 1, 2014, reports to the Standing Policy Committee on Planning, Development and Community Services. Therefore, please place the following on your agenda of meeting scheduled for August 18, 2014.

The Naming Advisory Committee has considered the attached report of the General Manager, Community Services Department, dated May 9, 2014, and puts forward the following recommendation:

1. that the name 'Greyeyes-Steele' be added to the Names Master List; and
2. that the renaming of "Stonebridge Green" to "Gordon Road" be approved subject to the approval of the Stonebridge Neighbourhood Concept Plan amendment before City Council on August 21, 2014.

Upon review of the policy, the Committee resolved that the Administration refer the name submissions for 'Korchinski', 'Sahli', and 'Seymour' back to their respective applicants, requesting further information.

Yours truly,

**Janice Hudson**  
Committee Assistant, Naming Advisory Committee

JH:

Attachment

cc: His Worship the Mayor, Chair, Naming Advisory Committee

**TO: Secretary, Naming Advisory Committee**  
**FROM: General Manager, Community Services Department**  
**DATE: May 9, 2014**  
**SUBJECT: Naming Advisory Committee Report**  
**FILE NO.: CK. 6310-1 and PL. 4001-5-2**

---

- RECOMMENDATION:**
- 1) that the direction of the Naming Advisory Committee issue with respect to the name submissions contained in part B of this report;
  - 2) that subject to the proposed Stonebridge Neighbourhood Concept Plan amendment being approved by City Council, the Naming Advisory Committee endorse the application to rename "Stonebridge Green" to "Gordon Road"; and
  - 3) that the Naming Advisory Committee's recommendation to endorse the renaming of "Stonebridge Green" to "Gordon Road" be considered by City Council, at the time the proposed Stonebridge Neighbourhood Concept Plan amendment is considered.

### **TOPIC AND PURPOSE**

The Naming Advisory Committee (NAC) screens all requests and suggestions for naming or renaming municipally owned or controlled facilities, streets, suburban development areas, neighbourhoods, and parks to ensure that each suggestion or request meets the City Council guidelines for naming as set out in Naming of Civic Property and Development Areas Policy No. C09-008 (Naming Policy).

### **REPORT HIGHLIGHTS**

1. A total of 24 names have been applied since the last meeting.
2. The following naming submissions require screening: Greyeyes-Steele, Korchinski, Sahli, and Seymour.
3. A request for roadway renaming has been received from Dundee Developments in the Stonebridge neighbourhood.

## **STRATEGIC GOAL**

Under the City of Saskatoon's (City) Strategic Goal of Moving Around, this report supports the statement that Saskatoon is a city on the move and that growth has brought new roads and bridges that improve connectivity for all travel modes.

## **BACKGROUND**

For the naming of municipally owned or controlled facilities, streets, suburban development areas, neighbourhoods, and parks, all names are first screened by the NAC and approved by City Council (as meeting the Naming Policy's guidelines for civic naming).

For General Naming Requests, screened and approved names are added to the Names Master List for future use. All requests for names to be assigned under this category are selected by His Worship the Mayor.

For Specific Naming Requests and Renaming Requests, City Council both approves the use of the name and assigns the name to a specific street, facility, etc.

In all cases, name suffixes are circulated through the Administration for technical review.

## **REPORT**

### A. Names Assigned from the Names Master List

The following names have been assigned since the previous meeting:

In the Aspen Ridge Neighbourhood:

1. Bolstad Link, Manor, Turn, and Way;
2. Dattani Way;
3. Fast Court, Crescent, Link, and Way;
4. Feheregyhazi Boulevard;
5. Kenaschuk Crescent, Lane, Link, Union, and Way;
6. McCrory Link;

In the Central Industrial Area:

7. Kettles Place;

In the Evergreen Neighbourhood:

8. Evergreen Square;
9. Richards Park;

In the Rosewood Neighbourhood:

10. Rosewood Square;
11. Hathway Close and Crescent;
12. Glen M. Penner Park;



In the Kensington Neighbourhood:

13. Henry Baker Park;
14. Jeffery J. Charlebois Park;
15. Andrew MacDougall Park;
16. Braithwaite Park;
17. John H. Anderson Park;
18. George H. Clare Park;
19. Bev M. Dyck Park;
20. Peter H. Currie Park;
21. George S. Alexander Park;
22. Ed Jordan Park;

In the Hampton Village Neighbourhood:

23. C. Jack MacKenzie Park; and
24. Paul Mostoway Park.

**B. General Naming Requests**

The following name submissions have been received and require screening:

1. "Greyeyes-Steele" – David G. Greyeyes-Steele – Mr. Greyeyes-Steele served in the Canadian Army during World War II and was awarded the Greek Military Cross for Valour. He has been the Chief of the Muskeg Lake Indian Band and the recipient of numerous awards, including the Order of Canada, Saskatchewan Order of Merit – Investiture, Queens Jubilee Medal, and Commemorative Medal 125<sup>th</sup> Anniversary of Canada. David has also been inducted into the Saskatchewan Sports Hall of Fame and the Saskatchewan First Nations Sports Hall of Fame. More information about this submission is attached (see Attachment 1).
2. "Korchinski" – Bonace Korchinski – Mr. Korchinski was a teacher and established the Voyageur Canoeing Club at Mount Royal Collegiate in 1967. He served as a board member for the Saskatoon Public Library (1989), St. Volodymyr Villa Complex, and St. Joseph Home. More information about this submission is attached (see Attachment 2).
3. "Sahli" – Carol Sahli – Ms. Sahli was born on April 24, 1962. This date is significant because she was the 100,000<sup>th</sup> citizen of Saskatoon, which was a milestone for the City. She received an Award of Merit from the City for this event. This application was considered by the NAC at its March 6, 2014 meeting. The additional information submitted from the applicant is clarification about the intent of the submission as being symbolic to the past growth and prosperity of Saskatoon. A letter to the NAC and more information about this submission is attached (see Attachment 3).
4. "Seymour" – Dr. Maurice Seymour – Dr. Seymour held a number of positions in Saskatchewan, which included Provincial Health Officer of Saskatchewan (1906), Commissioner of Public Health for Saskatchewan

(1909-1929), Provincial Minister of Health (1909-1910), and Deputy Minister of Health in Saskatchewan (1913). He was also the Chairman of the Canadian Health Association (1924-1926) and Vice-President of the American Health Association; organized the Saskatchewan Medical Association; and was the founder of Anti-Tuberculosis League (Lung Association) in 1911. In 1885, when the Riel Rebellion broke out, he traveled with the 95<sup>th</sup> Battalion and administered to the needs of troops and officers. More information about this submission is attached (see Attachment 4).

C. Renaming Request

A renaming request has been received for the renaming of "Stonebridge Green" to "Gordon Road" in the Stonebridge neighbourhood.

This renaming is the result of a proposed Neighbourhood Concept Plan amendment from Dundee Developments in the Stonebridge neighbourhood to the proposed school sites. The shape of the proposed school sites is proposed to be altered to form a rectangular school site, which is needed to accommodate the joint school site design that is being used for new schools. The roadway reconfiguration will allow for a through road that will assist with traffic circulation in the neighbourhood.

The name "Gordon Road" is proposed for this roadway as it will be an extension of one of the existing roadways. Currently there are no properties addressed to this roadway.

It should be noted that the proposed roadway renaming will result in Gordon Road transitioning to Hartley Road as it crosses Stonebridge Common. This is inconsistent with the Naming Policy which was recently amended to state that "names applied to extensions of streets should normally be the same as the existing street that is being extended". However, in this instance, the use of two names on a single roadway is unavoidable as it results from a proposed amendment to a Neighbourhood Concept Plan.

The proposed roadway name and configuration has been reviewed and endorsed by the Transportation and Utilities Department. A map regarding this submission is attached (see Attachment 5).

## OPTIONS TO THE RECOMMENDATION

No options were considered for Part B – General Naming Requests.

Two options were considered for Part C – Renaming Requests:

1. The option exists to not rename Stonebridge Green to Gordon Road. This option is not recommended because with the proposed revisions to the Neighbourhood Concept Plan, a single roadway would feature three names along its length – Gordon Road, Stonebridge Green, and Hartley

Road – instead of two. This could negatively affect wayfinding in the neighbourhood and addressing for the proposed schools.

2. The option exists to adopt a single name for the entire stretch of roadway, thereby renaming Stonebridge Green and either Gordon Road or Hartley Road. This option is not recommended because existing portions of Gordon Road and Hartley Road have a significant amount of development, meaning that renaming either of them to correct the problem of multiple names would result in hardship for property owners.

### **POLICY IMPLICATIONS**

There are no policy implications.

### **FINANCIAL IMPLICATIONS**

There are no financial implications.

### **ENVIRONMENTAL IMPLICATIONS**

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

### **PUBLIC NOTICE**

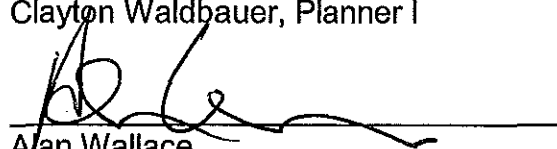
Public Notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

### **ATTACHMENTS**

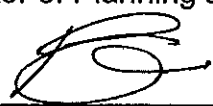
1. Greyeyes-Steele Submission
2. Korchinski Submission
3. Sahli Submission
4. Seymour Submission
5. Proposed Stonebridge Concept Plan Amendment

Written by: Clayton Waldbauer, Planner I

Reviewed by:

  
 Alan Wallace  
 Director of Planning and Development

Approved by:

  
 Randy Grauer, General Manager  
 Community Services Department  
 Dated: May 16, 2015

cc: Murray Totland, City Manager

## APPLICATION TO NAME STREETS, PARKS &amp; CIVIC PROPERTIES

Requested name(s): One of as listed hereunder

1. David Georges Greyeyes-Steele C.M., S.O.M.
2. David G. Greyeyes – Steele C.M., S.O.M.
3. Greyeyes – Steele C.M., S.O.M. or
4. Submissions writer is open to suggestions for the sake of brevity.

## BACKGROUND

Born: December 31<sup>st</sup>, 1914

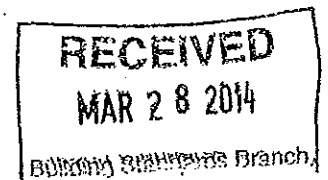
Deceased: 22 July 1996

## Accomplishments:

- Served with distinction in the Canadian Army during World War II 1939 – 1945
- First treaty Indian to receive a commission in the Royal Canadian Army during World War II
- Awarded Greek Military Cross for Valour for action during the Italian Campaign
- Civil Servant with the Department of Indian Affairs for over 15 years and First Native Canadian to serve as Regional Director for Indian Affairs (Alberta, Saskatchewan)
- Recipient of the Order Of Canada
- Recipient of the Saskatchewan Order of Merit – Investiture: 1993
- Inductee into the Saskatchewan Sports Hall of Fame
- Inductee into the Saskatchewan First nations Sports Hall of Fame
- Farmer
- Chief of the Muskeg Lake Indian Band - 1958
- Devoted husband, Loving Father of Eight children, Grandfather of numerous Grandchildren and Great-Grand-children.

## Service Medals

- Order of Canada
- 1939 – 45 Star
- Italian Star
- France - Germany Star
- Defense Medal
- Canadian Volunteer Medal
- Greek Military Cross (3<sup>rd</sup> Class)
- Commemorative Medal 125<sup>th</sup> anniversary of Canada
- Queens Jubilee medal
- Saskatchewan Order of Merit



Excerpts from various websites are attached as well as two articles from my father's personal papers.

Submitted By:

David W. Greyeyes

28 March 2014

306 220 3727

## **Encyclopedia of Saskatchewan entry reads:**

### **Greyeyes, David G. (1914–96)**

A prominent Aboriginal athlete, soldier, and federal public servant, David Greyeyes was born on the Muskeg Lake Reserve on December 31, 1914. An outstanding serviceman with the Canadian Army during World War II, Greyeyes earned several decorations including the Greek Military Cross for his efforts in the Italian campaign. Upon returning home, Greyeyes farmed with his family on the Muskeg Lake Reserve and became its chief in 1958. Two years later, he began his fifteen-year career with the federal public service. He held a number of senior positions within the Department of Indian and Northern Affairs, and was the first Indian to be named regional director of the department. In 1977, Greyeyes was inducted into the Saskatchewan Sports Hall of Fame and was named a Member of the Order of Canada. He received the Saskatchewan Order of Merit in 1993.

*Canadian Plains Research Center*

## **Saskatchewan Sports Hall of fame entry reads:**

### **Saskatchewan Sports Hall of Fame and Museum**

The Saskatchewan Sports Hall of Fame and Museum (SSHFM) recognizes exceptional Saskatchewan athletes, championship teams, and sports builders whose contributions to athletics have been made at the provincial, national, and international levels. The SSHFM also preserves sport history and educates the public on sport in Saskatchewan life. Founded on October 31, 1966, the Hall was originally called the Molson's Sports Hall of Fame. In 1974, its name changed to the Saskatchewan Sports Hall of Fame, while "Museum" was added to its title in 1990. The Hall moved to two different venues before occupying the Land Titles Building in Regina as its permanent home in 1979. Since then, its collection of artifacts and sports memorabilia has grown substantially. As of the 2004 installation ceremony, 175 athletes, 122 builders, and 91 teams had been inducted into the SSHFM.

*Elizabeth Mooney*

His biography on the web page regarding first nations veterans reads:

David Greyeyes, a member of the Muskeg Lake Cree Band in Saskatchewan, served in seven European countries in many difficult military roles, including commanding a mortar platoon in Italy. During the Italian Campaign, he earned the Greek Military Cross (third class) for valour in supporting the Greek Mountain Brigade. In 1977 he was awarded the Order of Canada. His citation reads: "Athlete, soldier, farmer, former Chief of the Muskeg Lake Reserve, Saskatchewan, and ultimately Director of Indian Affairs in the Maritime and Alberta Regions. For long and devoted service to his people, often under difficult circumstances."

[http://www.firstnationsveterans.ca/index.php?option=com\\_content&task=view&id=1&Itemid=2](http://www.firstnationsveterans.ca/index.php?option=com_content&task=view&id=1&Itemid=2)

Biography on the Veterans Affairs Canada Website at:

<http://www.veterans.gc.ca/eng/remembrance/those-who-served/aboriginal-veterans/native-soldiers/greyeyes>

Reads:

## Greyeyes



Saskatchewan's David Greyeyes began his service training Canadian reinforcements in Great Britain. Eventually, the former grain farmer from the Muskeg Lake Cree Band was commissioned a lieutenant and commanded a mortar platoon in Italy. *(David (Greyeyes) Steele)*

*Athlete, soldier, farmer, former Chief of the Muskeg Lake Reserve, Saskatchewan, and ultimately Director of Indian Affairs in the Maritime and Alberta Regions. For long and devoted service to his people, often under difficult circumstances. - Order of Canada citation <sup>11</sup>*

During his six-year term in the Canadian Army, David Georges Greyeyes served in seven European countries and assumed a variety of increasingly demanding military roles. A grain farmer from the Muskeg Lake Cree Band in Saskatchewan, Greyeyes enlisted in June 1940 at the age of 25; two of his brothers and a sister also served.

From the start, this Prairie recruit excelled in machine-gun and rifle use, and drill instruction, and was soon selected to join the instructional staff of a machine-gun reinforcement unit. For more than two years, as sergeant, he gave advanced weaponry training to reinforcements arriving in Great Britain from Canada. He was then transferred to British Columbia to enter an officer's training program and, five months later, made his second journey to Great Britain—this time as a lieutenant.

For the next 17 months, Greyeyes served on the battlefield as a platoon commander with the Saskatoon Light Infantry (SLI) (MG). He first fought in Sicily, and also served in mainland Italy, North Africa, France, Belgium and the Netherlands. During the Italian Campaign, Lieutenant Greyeyes earned the Greek Military Cross (third class) for valour for his help in supporting the Greek Mountain Brigade. He was one of 14 Canadians, some of whom were members of his platoon, to receive this award.<sup>28</sup>

The Greek brigade was assigned to the Canadian Corps to gain battle experience in September 1944, just as the Allies were preparing to launch an offensive toward Rimini. On September 14, the brigade, supported by a machine-gun company and a mortar company from the SLI, set off on a mission to secure the right flank of the 1st Canadian Division for the attack across the Marano River. Greyeyes headed one of four mortar platoons. Enemy fire was persistent, but the brigade managed to clear several enemy strong points, at a cost of more than 100 casualties. A week later, after making their way through a densely mined airfield, they occupied Rimini, raising both Greek and Canadian flags atop the town hall.



Lt. Greyeyes was stationed in seven European countries during six years of service. His leadership skills were also in evidence after the war. Greyeyes became chief of his band, a



Regional Director of Indian Affairs, and a Member of the Order of Canada. (*David (Greyeyes) Steele*)

Today, Greyeyes remembers that the road to Rimini was desolate and battered. He describes this region of Italy, along its central east coast, as "a heavily settled area . . . just a continuous town, really."<sup>72</sup> But the inhabitants, he recalls, "had all left. They had moved to the country. There was quite a lot of destruction."

When the war in Europe ended, Greyeyes volunteered to serve in the Pacific. Japan surrendered, however, and he was instead stationed with the Canadian Army Occupation Force in Germany as an intelligence officer in the Royal Winnipeg Rifles.

Once home, Greyeyes resumed farming and married fellow Veteran Flora Jeanne, who had served with the RCAF Women's Division in Canada. She was one of the first Indian women to join the air force. David Greyeyes later worked for Indian Affairs, becoming Director of the Maritime, Alberta and then Saskatchewan regions. He was the first Canadian Indian to be appointed Regional Director of Indian Affairs. For a time he was also chief of the Muskeg Lake Band.

Known for his involvement with various sporting activities, particularly soccer, Greyeyes was inducted into Saskatchewan's Sports Hall of Fame in 1977. That same year, he was honoured by his country—appointed a Member of the Order of Canada.

## ***Sports Legends Honoured At The Grand Opening Of Saskatchewan First Nations Sports Hall Of Fame***

**SASKATCHEWAN INDIAN    JUNE 1994    v23 n05 p18**

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Soon the echoes of past glory will permeate the halls of the Peace Hills Trust building in Saskatoon on the Muskeg Lake Reserve, as our first heroes take their place in the Saskatchewan First Nations Sports Hall of Fame.

The lineup is impressive: Alex Wuttunee Decoteau - Red Pheasant First Nation (1887 - 1917) who qualified and placed sixth in the 5600 m final at the 1912 Olympic Games in Stockholm, Sweden and was killed in his prime by a sniper's bullet at the Battle of Passchindaele;

**David Greyeyes Steele - Muskeg Lake First Nation (1914) an outstanding soccer player who represented Saskatchewan against Newcastle United in 1949 and was inducted into the Saskatchewan Sports hall of Fame in 1977;**

Frederick George Sasakamoose - Ahtahkakoop First Nation(1933) who was the first Treaty Indian to make the NHL, playing for the Chicago Blackhawks;

Arthur Obey - Piapot First Nation (1931 - 1988), who in 1960 received the Tom Longboat trophy for the best Indian Athlete in Canada, and will long be remembered as a pioneer of the Saskatchewan Indian Recreation movement;

Paul Acoose - Sakimay First Nation (1883 - 1978) fleet of foot like his father and grandfather, turned pro in 1909 and won \$500 in his first race against English runner Fred Appleby in a 15 mile race, setting a world record of 1:22:22.

On July 14 these sports legends will be honoured at the Grand Opening and First Induction Dinner of the Saskatchewan First Nations Sports Hall of Fame.

The Blessing Ceremony will take place at the Peace Hills Trust Building at 8:30 in the morning; the Grand Opening at 4.00 p.m. A reception dinner and induction ceremony at Saskatoon Inn, begins at 6:00 p.m. It promises to be a day of pride and nostalgia for family, friends, and fans, and a wonderful opportunity to reminisce with and to shake the hands of a legend.

The impetus to create the Sports Hall of Fame came from the Saskatchewan Indian Sports and Recreation Commission, which recognized a growing need to document and properly showcase First Nations excellence in sports.

In January 1993 the Federation of Saskatchewan Indian Nations passed the resolution in the Legislative Assembly, bringing the FN Sport Hall of Fame into existence.

As time goes by, a wealth of sports history will be gathered, preserved interpreted and displayed in this special place; honouring and forever remembering a fine sporting tradition and the achievements of our First Nations Sports heroes of Saskatchewan.

To purchase tickets for the reception and dinner contact Robert Whiteman 244-4444 or 665-1215

<http://www.sicc.sk.ca/archive/saskindian/a94jun18.htm>



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(306) 787-6281

# News Release

IMMEDIATE RELEASE  
Sept. 16, 1993

Protocol 93-489

## SIX APPOINTED TO SASKATCHEWAN ORDER OF MERIT FOR 1993

Six citizens have been named to the province's highest honor, the Saskatchewan Order of Merit.

The announcement was made today by Lt.-Gov. Sylvia Fedoruk, chancellor of the order, and Marguerite Gallaway, chair of the advisory council which selects the recipients.

The 1993 recipients are:

- Marjorie Sinclair Butterworth of Regina, retired teacher of business education;
- David Greyeyes of Saskatoon, the first Indian to be a regional director of federal Indian and Northern Affairs;
- Dr. Orville Hjertaas of Prince Albert, a key figure in the introduction of medicare;
- Ruth Pawson of Regina, a retired teacher and well-known landscape artist;
- Earl Peters of Laird, a farmer who pioneered pulse crops in Saskatchewan; and
- Dr. Ali Rajput of Saskatoon, a neurologist specializing in Parkinson's disease.

The lieutenant-governor will bestow the order on the six recipients at an investiture ceremony in Saskatoon Nov. 1.

Saskatchewan

93-489.....2

The Saskatchewan Order of Merit recognizes individual excellence and outstanding contributions to the social, economic and cultural well-being of the province and its residents. In total, 51 people have now been admitted to the order since its inception in 1985.

-30-

For more information, contact:

Michael Jackson, Secretary  
Saskatchewan Order of Merit  
Regina

Phone: 787-3109

**NOTE TO EDITORS:** Biographies attached, including telephone numbers. All recipients are willing to be interviewed.

## SASKATCHEWAN ORDER OF MERIT RECIPIENTS, 1993

### Mrs. Marjorie Sinclair Butterworth

Born in 1902 in Regina, Marjorie Sinclair Butterworth has had a major influence on business education in Saskatchewan. After completing teacher training at the Regina Normal School Miss Sinclair taught in the commercial high school at Scott Collegiate when it first opened in 1924. She moved to Balfour Technical School on its opening in 1930 as department head of typing and shorthand. She received a Bachelor of Commerce degree from the University of Iowa in 1935. Miss Sinclair taught high-speed typing techniques which enabled her students to win international competitions and was a pioneer in developing typing methods for the blind and disabled. She was head of the commercial department at Balfour from 1940 until her retirement in 1967.

From 1970 to 1973 Mrs. Sinclair Butterworth lived in Kenya, where she set up a business education course at a teachers' college in Nairobi and served as inspector for the Kenyan ministry of education. On her return to Canada she initiated a sponsorship program for African students to study at Balfour Collegiate and the University of Regina. For many years she has personally provided room and board, education and medical assistance for Kenyan students. She received a Distinguished Teacher Award in 1990.

Telephone: 586-2490, Regina

### Mr. David Greyeyes

David Greyeyes was born in 1914 on the Muskeg Lake Reserve, near Marcelin, Saskatchewan. He was an outstanding athlete, playing hockey and soccer on an all-star Saskatchewan team. In 1940 Mr. Greyeyes enlisted in the Saskatoon Light Infantry as a private and served in Europe with the Canadian Army until 1945. He was the only Treaty Indian to be commissioned as an officer overseas and received numerous decorations, including the Greek Military Cross.

After the war Mr. Greyeyes returned to the Muskeg Lake Reserve to establish a successful farming operation. He and his wife Flora raised eight children, all of whom benefited from his strong commitment to Indian education. In 1958 Mr. Greyeyes was chief at Muskeg Lake and was instrumental in implementing integrated education for band members. In 1960 he left the reserve for a career with the federal public service. He was the first Indian to be appointed as a regional director with Indian & Northern Affairs, retiring from this position in 1975. In 1977 Mr. Greyeyes was inducted into the Saskatchewan Sports Hall of Fame for soccer and was named a member of the Order of Canada. He is an honorary life member of the Saskatchewan Soccer Association.

Telephone: 242-0057, Saskatoon

### Dr. Orville Hjertaas

Orville Hjertaas is known as the "father of medicare" in Saskatchewan. Born in Wauchope in 1917, he graduated in medicine from the University of Manitoba in 1943 and took post-graduate work in Edinburgh, receiving his fellowship in surgery. From 1946 Dr. Hjertaas practised medicine in Prince Albert, becoming chief of surgery at both hospitals in the city. Dr. Hjertaas has always been firmly committed to the principle of fully accessible health care and has been in the forefront of public hospital and medical insurance in North America. In 1945-46 he organized the Swift Current health region as a pilot project for the Saskatchewan Hospital Insurance Plan started in 1947.

When Saskatchewan introduced the first medicare plan in 1961 Dr. Hjertaas played a key role. He was the only physician in private practice to serve on the first Medical Care Insurance Commission. He founded the Prince Albert and District Community Clinic, the first health services co-operative in Saskatchewan. Dr. Hjertaas pioneered the team approach to holistic, preventive medicine. Since his retirement in 1982 he has promoted home care and accessibility for the disabled. He was named citizen of the year in Prince Albert in 1988.

Telephone: 763-3680, Prince Albert

### Miss Ruth Pawson

Born in Ontario in 1908, Ruth Pawson was raised and educated in Regina after her family moved to the prairies in 1912. She trained as a teacher at the Regina Normal School and taught primary school in Saskatchewan for four decades, apart from two years (1960-62) teaching for the Department of National Defence in Germany. For a twelve year period she wrote for CBC television and radio school broadcasts. Miss Pawson retired in 1966 from an outstanding career as teacher and educational consultant. The Regina Public School Board named an elementary school in her honor in 1976.

Ruth Pawson is one of Saskatchewan's leading landscape artists. She studied art at Regina College in the 1930s, at Emma Lake and the Banff School of Fine Arts, and with distinguished painters such as Kenderdine and A.Y. Jackson. During the 1940s and 1950s she developed her own style of painting the prairie landscape, expressing the vitality of the farmland, Qu'Appelle Valley, northern Saskatchewan and urban scenes. Professional recognition of her work came in the 1970s and since then she has had a number of exhibitions, including a major show at the Dunlop Art Gallery in Regina in 1992.

Telephone: 522-7486, Regina

### Mr. Earl Peters

Earl Peters, born in 1910, has farmed all his life in the Laird area north of Saskatoon. Mr. Peters has been a leader in the diversification of Saskatchewan agriculture. He was among the first to experiment with winter wheat, canola and pulse crops such as peas, lentils, faba beans and broadbeans, at considerable personal effort and expense. He worked closely with researchers at the University of Saskatchewan and Agriculture Canada in crop development and new cropping methods to promote soil conservation. Mr. Peters was instrumental in the founding of the Saskatchewan Pulse Crop Growers Association in 1976 to promote production and marketing of edible legumes and served as the association's first president.

Earl Peters is known for his commitment to the viability of rural Saskatchewan and is deeply involved in community life. He served for thirteen years on the Laird council, ten of them as mayor, and was responsible for major improvements to the village, including a water system. Mr. Peters was also a leader in the Carlton Branch Line Rail Retention Committee and in the local Lutheran church.

Telephone: 223-4307, Laird

### Dr. Ali Rajput

Ali Rajput, born in Pakistan in 1934, received medical degrees from the University of Sind in that country in 1958 and from the University of Michigan in 1966. He is also a Fellow of the Royal College of Physicians and Surgeons of Canada. In 1967 Dr. Rajput moved to Saskatoon to join the staff of the College of Medicine at the University of Saskatchewan. He became an expert in the field of neurology and a Canadian pioneer for research in movement disorders, especially Parkinson's disease. He has acquired a reputation for world-class medical research, attracted funds and scholars to Saskatchewan, and inspired young neurologists to pursue their careers in the province.

Dr. Rajput has published two hundred and fifty scientific articles and contributed to a number of books. He is frequently consulted by major American and European medical researchers and has received international acclaim for his work in epidemiology and the treatment of Parkinson's disease. He is also much involved in volunteer organizations, including the Saskatchewan Heart and Stroke Foundation, and played a key role in the Kinsmen Telemiracle Foundation. In 1992 Dr. Rajput received the Ciba-Geigy Award for the best article in the Canadian Journal of Neurological Sciences.

Telephone: 373-1696 (home) 966-8009 (office), Saskatoon



DAVID GEORGE GREYEVES

L2378

SLI

SERVICE MEDALS

Order of Canada  
1939-45 Star  
Italian Star  
France-Germany Star  
Defence Medal  
Canadian Volunteer Medal  
Greek Military Cross  
Commemorative Medal for 125th  
Anniversary of Confederation



DAVID GEORGE GREYEVES L2378

PRE-WAR HISTORY

David was born on Dec. 31, 1914, on the Muskeg Lake Indian Reserve, west of Marcelin, Sask.

He was educated at the LeBret Industrial School where Livestock, Farming and Agriculture were the prime courses. These were utilized when he farmed on the Reserve during the Dirty Thirties. At times to supplement the meagre farm income, he worked in bush camps in northern Ontario.

MILITARY HISTORY

On June 1, 1940, he enlisted with the Saskatoon Light Infantry, MG (Machine Gun) and was sent overseas in August of the same year.

He crossed the Atlantic Ocean in a very large convoy, consisting of 30-40 ships of various types. The Battleship 'Lady Rodney' was the flagship of the convoy. He was on the steamship, the Empress of Scotland, a Cunard liner that had been converted into a troop ship. As a protective shield, they were accompanied by several destroyers and other smaller vessels.

It is interesting to learn that no one was permitted to throw trash or cigarette butts overboard, for fear that any lurking submarines and surface raiding ships would be alerted to the convoys route. Some such submarines were detected and dealt with by the protective escort during the seven day voyage. (The speed of the convoy was determined by the speed

of the slowest ship, the Dutchess of Bedford). On the morning of the eighth day they landed at Greenock, Scotland.

During the day they disembarked and immediately entrained and headed southward. Twenty-four hours later they arrived at Aldershot, England, where they were documented, inoculated, re-equipped and assigned to the barracks which they would occupy during training. Approximately two weeks had elapsed since leaving Dundurn, Sask.

Laundry had to be done, equipment polished and blanched. General tidying up for numerous inspections to which they were subjected was done. All this was taken in their stride.

After-hours were spent acquainting themselves with the surrounding area. Local pubs were visited where mixed drinking was allowed. This was new to David. In Canada, as a treaty Indian, he had not been allowed into a beer parlor, nor was he allowed to purchase alcoholic beverages of any sort, unless he was in service uniform. He felt that with this new found freedom he was now a full-fledged Canadian.

Over the course of the next two years, David instructed recruits who came to England from Canada. He also attended several military training schools for more advanced instruction in weaponry, drill and tactics.

In England he witnessed the enemy air raids on London, Croydon and Portsmouth. The high explosives and incendiary bombs rained down upon these places and left large areas in ruins. He states:

"I have nothing but great respect for the way the English people stood up to these bombings. The

firefighters are to be commended for the way they risked life and limb in their efforts to minimize the damage done by air raids"

He continues:

"I took my first leave to Leeds, England, on Dec. 1, 1940. It had been arranged by my then platoon officer, Lieutenant Winston Mair, from Prince, Saskatchewan. He had a sister and brother-in-law in Leeds. I stayed with them for seven days and I was treated royally. They were both in their fifties. He worked in an office at a railway depot. They wouldn't let me spend any of my meagre earnings, as they called them.

I witnessed my first rugby match there. Having played soccer myself, it didn't take me long to catch on to the game. One player was pointed out to me, a Mr. Wilson. I was told that this player had sixteen caps--a term I had not heard before. Noting my puzzled expression concerning 'caps', my hostess explained to me that each time a player represented his country at an international match, he was credited with a 'cap'. In other words, this player had played in sixteen international matches for his country..

Also in Leeds, I witnessed my first and only pantomime in my life. It was "Babes in the Woods". I really enjoyed it. The actors were superb. Leaves were also taken in London, Edinburgh, Glasgow and Dumferline."

In 1942 David was recommended for a Commission. After several interviews and a written test, he qualified as 1st Lieutenant. He was the first and only full blooded Indian commissioned officer in World War II.

In 1943 David returned to Canada to attend Officer Training School at Gordon Head, B.C. for three months, plus a month's advance training at Shilo, Manitoba.

Then, along with others, he was sent back overseas to join his regiment fighting in Italy. He caught up to them in Ortona. It was a Support Group of the 1st Canadian Division.

"In October, 1943, we set sail by convoy to a staging area in Africa, which in my case was Philipville, Algeria.

On the last evening of the voyage, the convoy was

attacked by enemy torpedo carrying aircraft. The attack lasted at best, 15 to 20 minutes. Six ships of the convoy were sunk, among them a ship carrying personnel and equipment of the 12th General Hospital. Luckily no lives were lost.

The 5th Canadian Division Advance Party was enroute to Italy and were in the same convoy.

The fighting in Italy was very tough as we were continually crossing rivers and mountains. The terrain was rough and advantageous to the enemy in setting up their defense lines. The 1st Canadian Corps, consisting of 1st and 5th Canadian Divisions and a Polish Division was regarded as a very efficient fighting machine. The task of breaking through the Hitler and Gothic lines was given to the Canadians. These lines were regarded as being impregnable by the enemy. The Canadians proved otherwise. Casualties, however, were high.

I was on a Reconnaissance Tour one day when I met a New Zealand officer doing the same thing. He stated that they always knew beforehand where the heavy fighting would take place. One only had to follow the movement of the Canadian troops. "You suckers," he said.

David remained in combat duty with the regiment throughout Italy and Northwest Europe until World War II ended. He served in Ortona, Hitler-line (defence line put up by the Germans), and Gothic-line (northern Italy along the Adriatic coast).

"While in Italy and whenever we were in rest areas, I had opportunities to visit places such as Rome, Salerno, Almagi, Naples and Florence. I found Florence and Rome most fascinating.

When we were being transferred from Italy to Northwest Europe, we encamped at Leghorn, Italy. While there, several of us visited the town of Pisa, the site of the Leaning Tower. At that time the Tower was about eleven inches out of perpendicular. I climbed the circular staircase to the top of the Tower and rang one of the bells. Because of the slant of the tower some of the soldiers became nauseated when attempting to climb the stairs and gave up before reaching the top."

During the campaign in Italy, David was seconded to the Greek Mountain Brigade for the assault on Rimini. He was

awarded the Greek Military Cross for his efforts during the action there.

"In looking back now, our being moved to Northwest Europe was purely a political rather than a strategic one. Mopping up operations had begun in that theatre. The move actually fulfilled the dream of the Canadian Government, that is, to have the Canadian troops fight as a unit.

Hardly had we gone into action in Northwest Europe when the enemy surrendered in Italy. Had we remained in Italy some of us may have had the chance to ride in the gondolas in Venice, and also seen Milan"

"Following the cessation of hostilities in Europe, I volunteered for the Pacific Theatre. The Japanese surrendered in August, 1945. I then did a brief stint with the Occupation Force in Germany, serving with the Royal Winnipeg Rifles.

I came back to Canada in April 1946, and took my discharge in July 1946, in Regina, after six years, one month and three days of army service".

#### SERVICE MEDALS AWARDED

David medals include:

- 1939-45 Star
- Italian Star
- France-Germany Star
- Defence Medal
- CVSM (Canadian Voluntary Service Medal)
- Coronation Medal
- Greek Military Cross
- Order of Canada
- Commemorative Medal for the 125th Anniversary of Confederation

## POST WAR HISTORY

"I married immediately after the war, Eight children resulted from the marriage -six girls and two boys. All completed High School, a goal I had helped them set."

Jim, the oldest served for 27 years with the R.C.M.P., attaining the rank of S/Sgt. He now works as an advisor to the Attorney General in the B.C.Government.

Barbara (Schwab) is an R.N. She attended U.B.C., got her degree in nursing, and is a provincial health nurse at New Hazelton, B.C.

Beverly, an R.N., took a computer Science course at Waterloo, Ont. She works for the city of Calgary as a Senior Program Analyst.

Debra is a Public Health Nurse for the Sarci Indian Band at Calgary, Alberta.

Diana (Taylor) is married to a Lieut/Commander in the Armed Forces. They reside in Ottawa. She's an R.N. also.

Deanna, B.S.W, is the Executive Director of the National Native Association of Treatment Directors (Alcohol and Drugs).

David, a Sergeant in the Armed Forces, has served in Germany and in Canadian Embassies in Columbia, South America, and Zaire, Africa.

Sarah lives on the Muskeg Lake Indian reserve/

"After the war, I received a V.L.A. (Veteran's Land Act) grant. I went back to farming. I did so well I was offered a position in the Federal Government to serve in the Department of Indian and Northern Affairs. I eventually rose to the position of Regional Director, first to the Maritime Provinces, then to Alberta, and finally Saskatchewan, the first native Indian to attain such a position"

He also served as Chief of the Muskeg Band and was instrumental in bringing about integrated school for the children of his Band, the first in Saskatchewan.

David recalls advice he was given in High School:

"When you leave High School, try being somebody instead of something"

Advice from Major McDougall also guided him.

"Always strive for the acme of perfection. You may never achieve it, but it will help you a lot in life."

David retired in 1975. In 1977 he was made a member of the Order of Canada, an honor received from the hands of Jules Legere. He was also inducted into the Saskatchewan Hall of Fame for his contribution to the sport of Soccer in Regina.

#### LEGION SERVICE

David joined the Legion in 1946, 48 years ago. He served on the Executive in Prince Albert and became 2nd Vice-President. It was difficult to become regularly involved in Legion work due to his extensive government travel. He has been a member in the Fort Smith, North West Territories; Kenora, Ontario; Amherst, Nova Scotia, Ottawa and Regina Branches as well as Branch #63, Saskatoon. He is also a member of the Army, Navy and Air Force Veterans Association.

His pastimes include golfing, bowling, extensive reading, and of course there are his children and grandchildren who drop in for visits with him and his wife.

#### CONCLUSION

I have written at length about David Greyeyes,

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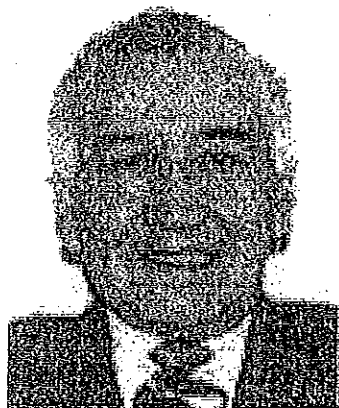
particularly because he has had so many unique accomplishments. Now that we are admitting children and grandchildren of veterans to the Legion, all of us, and in particular, new native members, may well select David as a role model. He has an astounding list of accomplishments and shows us what determination, motivation and perservance can achieve. He doesn't spend a lot of time in the Branch, but if you don't already know him, you will enjoy doing so.



## GREYEVES-STEELE, DAVID GEORGE

(1914-1996). An outstanding multi-sport athlete from an early age, it was in soccer that David Greyeyes-Steele gained his greatest recognition. He was born December 31, 1914, on the Muskeg Lake First Nation near Marcelin. It was not until later in his life that he added his father's name—Steele—to his own. He attended the Lebrét Industrial School from 1922 until 1933 and, while there, was an outstanding hockey and baseball player. Greyeyes-Steele began farming on the reserve during the 1930s, but still continued to compete in hockey, softball and soccer. He was selected to play on the Saskatchewan All-Star soccer team, and played against European touring teams in 1937, 1938 and 1940.

In 1940, Greyeyes-Steele enlisted in the Saskatoon Light Infantry and served in Europe until 1945 with the Canadian Army. He was the first Treaty Indian to be commissioned as an officer overseas, rising to the rank of First Lieutenant. He received numerous decorations, including the Greek Military Cross, for his service in the Italian campaign. While enlisted, he was a member of the Canadian Machine Gun Reinforcement Unit soccer team, winning the Overseas Army Championship in 1942. He also played on the Canadian team in the Inter-Allied Games following the war. After the war, Greyeyes-Steele continued to play and coach soccer, and once re-settled on the reserve following the war, he taught canteen in Marcelin. In 1958, he became chief of Muskeg Lake and, amongst his many accom-



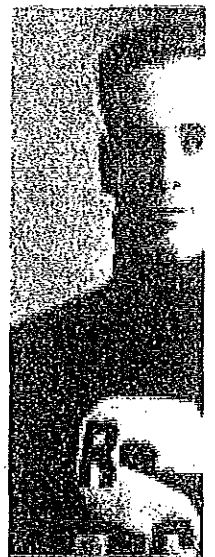
Portrait of David Greyeyes-Steele, in sports Hall of Fame, at Marleau.  
David Greyeyes-Steele

plishments, started negotiations to bring electricity to the reserve, and was instrumental in implementing integrated education for band members. In 1959, he resigned as chief and accepted a job with the government. He worked as a regional farm director, was the first Indian to be appointed as a regional director with Indian and Northern Affairs and held a number of other senior positions until his retirement from the Department of Indian Affairs in 1975.

David Greyeyes-Steele was inducted into the Saskatchewan Sports Hall of Fame and Museum (1977) and the Saskatchewan First Nations Sports Hall of Fame (1994). He was made an honorary life member of the Saskatchewan Soccer Association and received the Order of Canada (1977) and Saskatchewan Order of Merit (1993). David Greyeyes-Steele died on July 22, 1996. *Christian Thompson*

**FURTHER READING:** *David G. Steele*, Saskatchewan Soccer in History, Regina: Saskatchewan Soccer Association, 1998.

**GRIFFING, DEAN** (1915-1998). A player-coach with the Regina Roughriders, Dean Griffing was an ardent promoter of professional football in western Canada. Born in St. George, Kansas, on May 17, 1915, Griffing was an All-American at Kansas State University. He played for the National Football League's Chicago Cardinals in 1935 before signing with Regina for the then-unheard-of sum of \$6,500. Griffing guided the Roughriders to the 1936 Western Interprovincial Football Union (WIFU) title in his first season as player-coach. In 1937, however, the team barely managed to stave off financial collapse while posting a dismal record of 3 wins and 5



Dean Griffing

**TITLE: CAMP GILWELL, LEBRET, SASKATCHEWAN.**

**SUBTITLE: DR. MAURICE MACDONALD SEYMOUR**

**DATES: 1886 to 1929**

**SUBJECT:**

**TO SAVE CAMP GILWELL/DR.SEYMOUR HOUSE  
FROM DESTRUCTION. SAVE AS A HISTORICAL  
SITE!**

**OWNERS:**

**Dr. Seymour's Estate donated the House and the  
Property to Boy Scouts of Canada after his death in  
1929.**

**Boy Scouts of Canada currently own the property  
and want to sell it.**

April 1/14

Saskatoon Naming  
Advisory Board,

Bonace O. Hochinski B.A. B.Ed. M.A. was  
born in I Lene Sk. died Nov 20 2007.

Bonace was a well known teacher of social studies  
and history at Mount Royal Collegiate. He established  
the Voyageur canoeing club. to help students in the  
study of exploration of Canada. Students built canoes  
and used them to travel the Saskatchewan river. to Batoche  
Churchill Falls etc. He assisted in developing the social  
studies curriculum <sup>travelling</sup> ~~to~~ <sup>fronts</sup>. His former students speak  
very highly of him.

Bonace served for a time on the library board.

Bonace was very involved in the building of  
St. Valodymyrs. Villa. a retirement complex.

Thank you for your attention

yours truly

Bonace Hochinski

April 21/17

City of Saskatoon

Naming Advisory Committee,

Bonara Kocchinski was born

and raised in Iltuna St. he was born in 1927 and passed away in 2007. He studied in Regina and U of S. sailed to obtain a BA + BEd and later an MA in history. His teaching career started in Iltuna, St. Phillips school in Saskatoon, Wilkie. and over years in Alberta and lastly Mount Royal Collegiate where he taught History and Economics. To emphasize the method of instruction by use of cones. He initiated the Voyageur Club where by student record - to Butch, Churchill Falls and other parts of the Saskatchewan record.

Bonara was interested in the care and needs of the elderly. He was a board member of his church. When it was proposed by the parish that an effort should be made - to help provide a residence for the elderly of the parish. He then was involved in raising money to build St Volodymyr's Villa complex. he then served as board member there. He also served for many years on the board of St Joseph Joseph Home for the aged - until his failing health.

He coached and supported his sons in their sports

Thank you

Gene Kocchinski

March 26, 2014

Re: File Number CK. 6310-1, Naming application –“Sahli”

Dear Janice,

I would like to thank you for your prompt reply and also to the Naming Committee for their consideration of my submission. I understand their request for additional information but fear they may have missed the intent of my application.

The requirements set out by the city state the Committee focuses on outstanding contributions to the city. In the traditional sense of the criteria this generally typically focuses a form of service for the betterment of the city as a whole. I understand and applaud this contribution by certain individuals that give freely of their time to enhance the fabric of Saskatoon. The contribution I was trying to convey to the Committee was symbolic in nature to the past growth and prosperity of Saskatoon.

We spend much time celebrating what might be in this city, just recently reaching another great milestone at 250,000 people. I was born and raised in Saskatoon and remember vividly much talk centered around the growth of this city and how we stacked up against Regina, Edmonton and Calgary. Provincially we seemed fixated on keeping up with our neighbours to the west. Our Province and cities are now enjoying significant growth largely in part to new immigrants moving to our city but also from expats that are moving back home. Moving back home to raise their families and because they grew up in this and other cities in the province. They see the opportunities here but they also remember the values they grew up with and want the same for their families.

Carol Joy Sahli's family background is Norwegian, she is a third generation of a family that settled in the Swanson area and her parents moved to the city to raise their families, because they too saw the opportunities that Saskatoon had to offer. Carol's immigrant family and relatives are symbolic of the very families we are trying to bring to Saskatoon today to help grow our city.

They moved here when the population was lagging behind that of Regina. It was Regina that hit 100,000 people before Saskatoon. It wasn't lost on then Mayor Sid Buckwold and his Administrators when they gathered to make the formal presentation to the Sahli family, back in 1962, citing the importance the symbolism of Saskatoon's growth. They had eagerly planned for the occasion even garnered some competition with a number of expectant mothers that their newborn child would in fact represent one of hope and prosperity symbolic to a city of the cusp of a great future.

We of course surpassed that milestone and went on to surpass Regina and have never looked back. We now have our sights set on hitting a million people by the year 2072. We have celebrated our cities growth since the day the first settlers decided to call it home.

Our city's past, whether in business or in our personal life, plays a part in defining who we are,  
Our city's past, have given us our strong will, our values and an incredibly strong work ethic.  
Our city's past is the strong pull bringing our expats home to raise their families,  
And our city's future is what is going to keep them and their children here.

I understand that little Carol Joy's contribution is now 52 years past, but it was not lost on the good people of Saskatoon at the time. In fact many of the business leaders back in 1962 and families that joined in the celebration at the time are still represented with future generations of their own enjoying our current success.

Little Carol Joy did play a part back in 1962, she helped excite a city, the city was able to leverage that excitement, using it to look even further into the future. It was an achievement that back in 1903, when the city was barely 500 people, probably seemed like a pretty big hill to climb. It is a hill that we will go on to climb many more times. It is a hill that most of our earliest settlers would have never imagined in their wildest dreams.

I respectfully submit this additional clarification to the Naming Committee for their consideration.

I am available to answer any questions regarding this submission upon your request.

Sincerely,

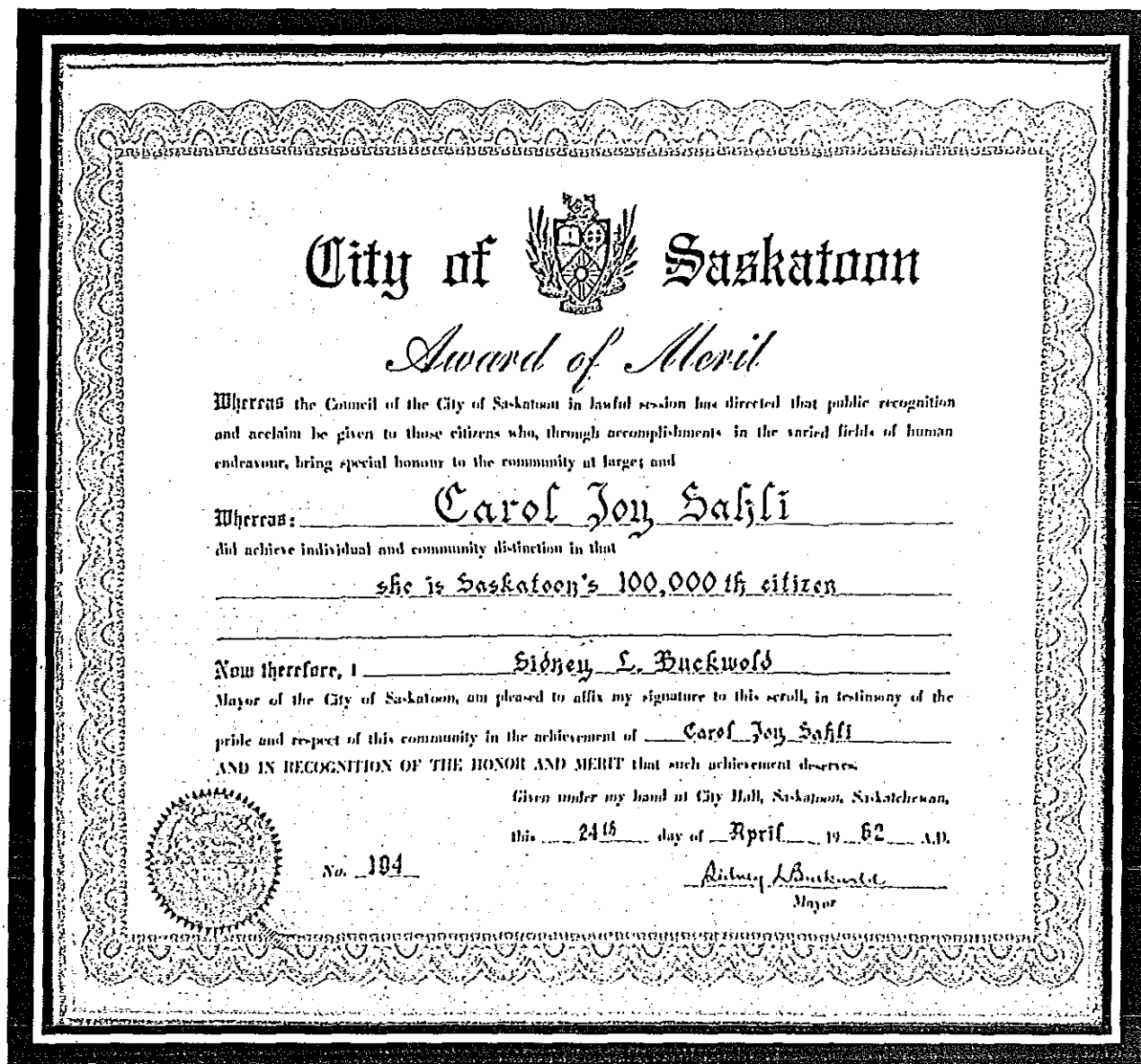
Martin K Lewis

VP, Saskatoon Housing,

Dundee Developments

Soon to be

**dream**   
building better communities



The Year was 1962, Saskatoon had just the grips of another very cold Prairie winter, the Province had a looming Doctor's strike while then Premier Tommy Douglas was making every effort to finalize Medicare, introducing a new way to provide healthcare to the world. The Saskatoon Quakers had captured the Allan Cup, Walter Murray Collegiate opened its doors to new students and Joni Mitchell made her first paid performance. A new \$1.5 M mall was to begin construction on 8<sup>th</sup> Street. City Assessors had pegged Saskatoon's Worth at over \$400,000,000.

With all that happening in the community the public had little knowledge that their city was about to reach a major milestone. Mayor Sid Buckwold was well aware that his city was about to experience significant growth. The Mayor was preparing for an upcoming election and there was

a buzz around City Hall that the day was quickly approaching. Saskatoon was about to grow to 100,000 people and the baby watch had begun.

Then at 12:07AM Tuesday April 24, 1962, a new 6lb 14 oz. beautiful baby girl entered the world at St. Paul's Hospital. Her name was, Carol Joy Sahli, the youngest of three kids born to Howard and Ida Sahli. A second generation immigrant family of Norwegian and German descent. Little did they know that Carol would represent the launch of Saskatoon into a new era. The great city of Saskatoon became an even greater city, never looking back as it continued to grow at a rapid pace to the spectacular city we now know.

Carol Joy's first pictures were from reporters flocking to the Hospital to get a glimpse of the future of Saskatoon. None would know that little Carol Joy's future lay in Saskatoon, attending local schools enroute to become one of Saskatoon's well respected upstanding citizen's. Eventually settling down, getting married and adding another two little girls of her own to the City's growing population.

It is for the significance of this event, that I feel that my wife's Maiden name should be considered for a street name in one of the new subdivisions in Saskatoon. Saskatoon is well on its way to marking some new milestones in population and our past is what makes the future.

Respectfully submitted,



Martin K. Lewis  
VP, Saskatoon Housing  
Dundee Developments



April 24th

Saskatoon 100,000th Citizen

# 1962 Carol Joy Sahli



MAYOR SID BUCKWOLD presents Carol Joy Sahli, "the 100,000th Saskatoonian" with a \$100 Savings Bond. Left to right, Mrs. Sahli, the mother, with Carol Joy, Howard Sahli, the father, and Mayor Buckwold. The six lb. 14 oz. girl was born this morning at 12:07. Attending physician was Dr. A. Polistak.

## 6-Pound Girl Wins Race For 100,000th Citizen



Carol Joy Sahli, officially the 100,000th Saskatoonian, was born at 12:07 this morning. The proud, but calm, parents displayed their six-pound, 14-ounce girl in St. Paul's hospital just 10 hours later for an official welcome by Mayor Sid Buckwold and other civic officials.

Mr. and Mrs. Howard Sahli, Suite 1, 228 Ave. 1, south, have two other children, ages one and a half and three years. When asked how he felt, Mr. Sahli replied "not too bad today", indicating this had not been the case Monday night.

Mayor Buckwold, before presenting the new citizen with a Savings Bond of \$100, expressed his best wishes for the baby's future, and said the birth was symbolic of the hopes and aspirations of this city.

He said it was fitting that Carol Joy should be born in St. Paul's hospital, since it was the first hospital erected here in 1903, and was now being rebuilt, at the expense of \$5,000,000, to meet the needs of a growing population.

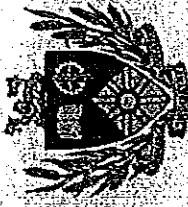
Mayor Buckwold also presented the baby with an engraved baby mug and a certificate of merit.

Allan Tubby, president of the Board of Trade, in presenting a \$100 scholarship, said the birth was an "indication of the growth and progress of Saskatoon". Fred Davis, general manager of the Bank of Montreal, donated a banking account, with the number 100,000, worth \$100. Ed Saville, general manager of the T. Eaton Co., presented the baby with a charge account of \$100, and Jerry Yeomans, on behalf of the Hudson's Bay, presented the baby with a complete layette worth \$25. Dr. M. Dantow, city medical health officer, also expressed congratulations.

In 1901, Saskatoon had a population of 113, and has increased 89,887 in less than 61 years.



# City of Saskatoon



## Award of Merit

Whereas the Council of the City of Saskatoon in lawful session has directed that public recognition and acclaim be given to those citizens who, through accomplishments in the varied fields of human endeavour, bring special honour to the community at large; and

Therefore

did achieve individual and community distinction in that

she is Saskatoon's 100,000<sup>th</sup> citizen

Now therefore, I

Sidney S. Bucknold

Mayor of the City of Saskatoon, am pleased to affix my signature to this scroll in testimony of the

pride and respect of this community in the achievement of Carol Joy Sahfi

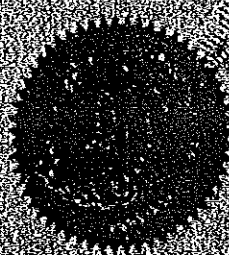
AND IN RECOGNITION OF THE HONOR AND MERIT that such achievement deserves.

Given under my hand at City Hall, Saskatoon, Saskatchewan,

this 24<sup>th</sup> day of April 19 62 A.D.

No. 194

*Sidney S. Bucknold*  
Mayor



**LOCATION:**

The House is located on Highway #50 between Fort Qu'Appelle, and Lebrét, Saskatchewan. It is situated in the Qu'Appelle Valley of Saskatchewan, on the North shore of Mission Lake in the Rural Municipality of North Qu'Appelle #187 40 acres SW 10-21-13 W2 Ex. 23,24,25 and 26

**CONSTRUCTION:**

The House was built 1881-1882 by local Stone Masons in the area. The Oblate Fathers, the first settlers in Lebrét, Saskatchewan initiated the building of the House for a future Doctor's Home and Office. That Doctor being Dr. Maurice MacDonald Seymour.

It is a Georgian Style House with Dormer windows, Hip roof and double hung windows.

**DR. MAURICE MACDONALD SEYMOUR:**

He came to Fort Qu'Appelle/Lebrét, Northwest Territories and to the Big House in 1886.

Dr. Maurice Seymour was a very important person to the History of Saskatchewan, Fort Qu'Appelle Lebrét, and to Canada.

Dr. Maurice Seymour was a General Practitioner and a Surgeon. He organized and implemented many firsts for the Province of Saskatchewan in the field of Medicine, particularly Public Health.

Dr. Seymour accomplished the following firsts for Saskatchewan because he was "the right man, in the right place at the right time"

Dr. Seymour "was a capable administrator with unceasing energy. His greatest strength was his ability to harness Saskatchewan's highly developed co-operative spirit,"

**DR. MAURICE SEYMOUR'S ACCOMPLISHMENTS:**

**SASKATCHEWAN'S FIRSTS**

**First coroner for Northwest Territories 1801-1807**

**First Doctor to perform successful abdominal  
Surgery in Rural Saskatchewan 1806.**

**First Doctor's Office in Fort Qu'Appelle/Lebret  
Assinibola 1886**

**First Hospital in Fort Qu'Appelle/Lebret  
Assinibola 1888**

**First Provincial Health Officer for the Province of  
Saskatchewan 1906**

**First Commissioner of Public Health for the  
Province of Saskatchewan, a position he held  
from 1909-1920.**

4

**Saskatchewan was the first Province in Canada  
to implement Sanitation in Public Health under  
the guidance of Dr. Seymour.**

**First Provincial Minister of Health for  
Saskatchewan 1909-1910**

**First Public Health Nurses Organization  
was formed in 1928 from Dr. Seymour's  
suggestions.**

**First Deputy Minister of Health in the Province  
of Saskatchewan 1913.**

5

**NATIVE INVOLVEMENT**

First Doctor in charge of the Youth and Staff  
at the Qu'Appelle Indian Residential School  
Lebret, Assiniboia 1886.

First Doctor to administer to the medical  
needs of the natives on the  
surrounding reserves 1886

6

**TUBERCULOSIS:**

First Anti-Tuberculosis League was created  
By Dr. Seymour in Saskatchewan 1911

First Saskatchewan Sanatorium Site was  
chosen by Dr. Seymour. It was built in  
Fort Qu'Appelle, Saskatchewan to treat  
Tuberculosis 1913-1918. It closed in 1972.  
It was deemed by American Public Health  
as the most complete Sanatorium in  
Canada.

First Physician/Director of the Fort Qu'Appelle  
Sanatorium was appointed by Dr. Seymour  
1917, he was Dr. R.G. Ferguson.

First Doctor to implement free Tuberculosis  
testing of Cattle in Saskatchewan 1917.

7

1908 Dr. Seymour's son Arthur contracted Tuberculosis and had to be sent away to the closest Sanatorium which was The Trudeau Sanatorium at Saranac Lake, New York, United States.

Dr. Seymour's son Arthur recovered from Tuberculosis and returned home. This trauma in Dr. Seymour's life prompted Dr. Seymour to organize the Anti-Tuberculosis League in Saskatchewan and to eventually build the Fort Qu'Appelle Sanatorium.

1914 World War I broke out and many of Saskatchewan's young men went to War in Europe. When the war was over many Soldiers returned home to find they had Tuberculosis or Influenza. The Fort Qu'Appelle Sanatorium was opened and many soldiers were admitted for treatment.

1918 the Spanish Influenza Epidemic broke out. More Canadians died from the Influenza Epidemic than died during the War in Europe.

SPREAD OF DISEASE:

First Doctor to implement critical pioneering Legislation aimed at stopping the spread of disease through Contaminated Water 1910.

First Sewage Disposal Plants were built in five Saskatchewan cities, Regina, Yorkton, Swift Current, Moose Jaw and Maple Creek in 1910. The building of these plants was implemented by Dr. Seymour.

A water filtration plant was built in Saskatoon in 1910. The first of its kind in Western Canada and implemented by Dr. Seymour.

First Doctor to set up an Order in Council to control the spread of Infectious Diseases 1910.

Dr. Seymour was instrumental in stopping the spread of 1918 Influenza epidemic by the "SEYMOUR PLAN" "IMMUNIZATIONS" "DO NOT SPIT" and "SWAT THE FLY"

10

**PUBLIC HEALTH:**

Dr. Seymour was the first Doctor to reorganize Public Health in Saskatchewan by appointing a Sanitary Official to oversee all Health Programs in the Province of Saskatchewan 1910

First Public Health Education Program for the Province of Saskatchewan began 1910 by Dr. Seymour.

Dr. Seymour as Chairman of the Canadian Public Health Association was to study milk production. He recommended the Pasteurization of milk, 1924-1926.

1906 Dr. Seymour organized the Saskatchewan Medical Association which has become the largest and most useful Professional Society in the Province of Saskatchewan.

11

#### HONOURS

1916 first doctor to draft an amendment to the Municipal Act to pay Municipal Doctors from Taxations funds, beginning of Medicare.

1920 Dr. Seymour received a "Fellow Degree" from the Royal Institute of Public Health in England as recognition for the Public Health work he did in Canada.

1920 Dr. Seymour was President of Canadian Public Health Association as well as Vice President of the American Health Association. He received a Fellow Degree from the American Public Health Association also.

1920 Dr. Seymour was a member of the Dominion (Canada) Council of Health.

12

1922 the American Health Organization recognized Dr. Seymour for his work with Public Health in Saskatchewan by stating that "The Bureau of Public Health in Saskatchewan was the best in Canada and equal to any in the United States."

1923 Dr. Seymour represented Canada at the League of Nations in Switzerland for all the excellent work he did with Public Health in Canada.

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DR. SEYMOUR'S PERSONAL HISTORY:

Dr. Seymour born July 1857 in Godarich, Ontario.

Surgeon at McGill University Montreal  
Quebec. He was one of the first Doctors  
trained in Public Health in Canada and  
received that degree from Toronto, Ontario  
University. He graduated in 1879.

1880 he married Helen Louisa Larue a nurse  
and his best friend. They were married  
at St. Paul's Roman Catholic Church in  
Aymer, Quebec, now called Gatineau.

1881 they moved to (Fort Garry) Winnipeg  
Northwest Territories to work as a Doctor  
and a Surgeon in Winnipeg.

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1882 Dr. Seymour and his wife Helen started  
their family. Their oldest child, a boy,  
Maurice L. Seymour was born, the first  
of six children.

1884 their second child was born, a girl,  
Cora Muriel Seymour.

**RIEL REBELLION:**

1885 the Riel Rebellion broke out and Dr. Seymour  
offered his services to the 95<sup>th</sup> Battalion under  
General Middleton. Dr. Seymour administered to  
the needs of the troops and the officers. He  
traveled with General Middleton and his army from  
Winnipeg to Qu'Appelle, Assinibola, Fort  
Qu'Appelle, Assinibola and on to Batoche  
Assinibola where the Rebellion ended in  
May 1885.

While in Fort Qu'Appelle/Lebret, Assinibola Dr. Seymour  
met the Oblate Fathers from the Roman Catholic  
Church in the settlement of Lebret. The settlement  
of Lebret and the surrounding area in the Qu'Appelle  
Valley were in need of a Doctor and Dr. Seymour was  
persuaded to come to the Valley to work.

15

**DR. SEYMOUR MOVES TO QU'APPELLE VALLEY:**

Dr. Seymour returned to Winnipeg after the Rebellion and informed his family that they would be moving to the beautiful Qu'Appelle Valley near the settlement of Lebret Assinibola to be a Doctor.

1886 Springtime, Dr. Seymour and his wife Helen and their two children age four and two years set out from the big town of Winnipeg to travel almost a four hundred mile trip by train from Winnipeg to Qu'Appelle Assinibola, a large booming town in those days. They had to travel the rest of the way by horse and wagon. They stayed overnight in the big Queen's Hotel in Qu'Appelle and left the next morning. It was a twenty mile trip to their destination in the Valley. They traveled the first ten miles to the Strathcarrol Half-Way-House where they stopped for lunch and a rest for themselves as well as the horses.

They continued along the Fort Trol to Fort Qu'Appelle, and then on to their Big House near Lebret, Assinibola on the shore of Mission Lake, another three miles. Upon arrival they were met by Father Magnon who helped the family set up their Home, a Doctor's Office and eventually an Infirmary (hospital) for the settlers and the natives in and around the Valley.

1887 Mrs. Seymour returned to Winnipeg to give birth to their third child, a son, Harold C. Seymour. Mrs. Seymour returned to her home and family when her baby was a month old.

1888 Mrs. Seymour gave birth to her second daughter Ena Isabelle Seymour. This baby was born at Home in the Big House near Lebret Assinibola.

1890-1893 Dr. Seymour served as a Councilor for the Rural Municipality of North Qu'Appelle #187.

1891 Dr. and Mrs. Seymour's fifth child was born. A son Vivian Archer Seymour who died as a newborn.

1892 Dr. and Mrs. Seymour's sixth child was born, another son Arthur Seymour.

REGINA RESIDENCE:

1904 Dr. Seymour accepted the position of Commissioner of Public Health for the Province of Saskatchewan so moved to Regina, Assiniboia. He retained ownership of the Big House on the lake and used it as a summer home.

1905 Saskatchewan became a Province of Canada on September 4. What a day to celebrate!

1907 Dr. and Mrs. Seymour made a permanent move to Regina and closed up the Big House. Their children by now had all grown and moved away from home except their youngest, Arthur who was fifteen years old.

1909 Dr. and Mrs. Seymour's oldest son Maurice L. Seymour married Olive M. Gibson in Fort Qu'Appelle and they moved into the Big House. They lived there for approximately five years when they moved to California, United States.

**BOY SCOUTS;**

1919 when all Dr. Seymour's children had moved away from Saskatchewan and the big house on the lake was empty Dr. Seymour gave permission to the Boy Scouts to use the House and the Property for their Camping Activities. It was a perfect place for Boy Scouts.

1919 Dr. Seymour noticed that California United States was the one part of North America that had the least deaths from influenza. This as well as the fact the Climate there was much better for his son Arthur who was recovering from Tuberculosis. These two things prompted Dr. Seymour to purchase property in California, United States, where he obtained a fruit orchard where his family eventually moved and raised their families.

**HELEN'S DEATH;**

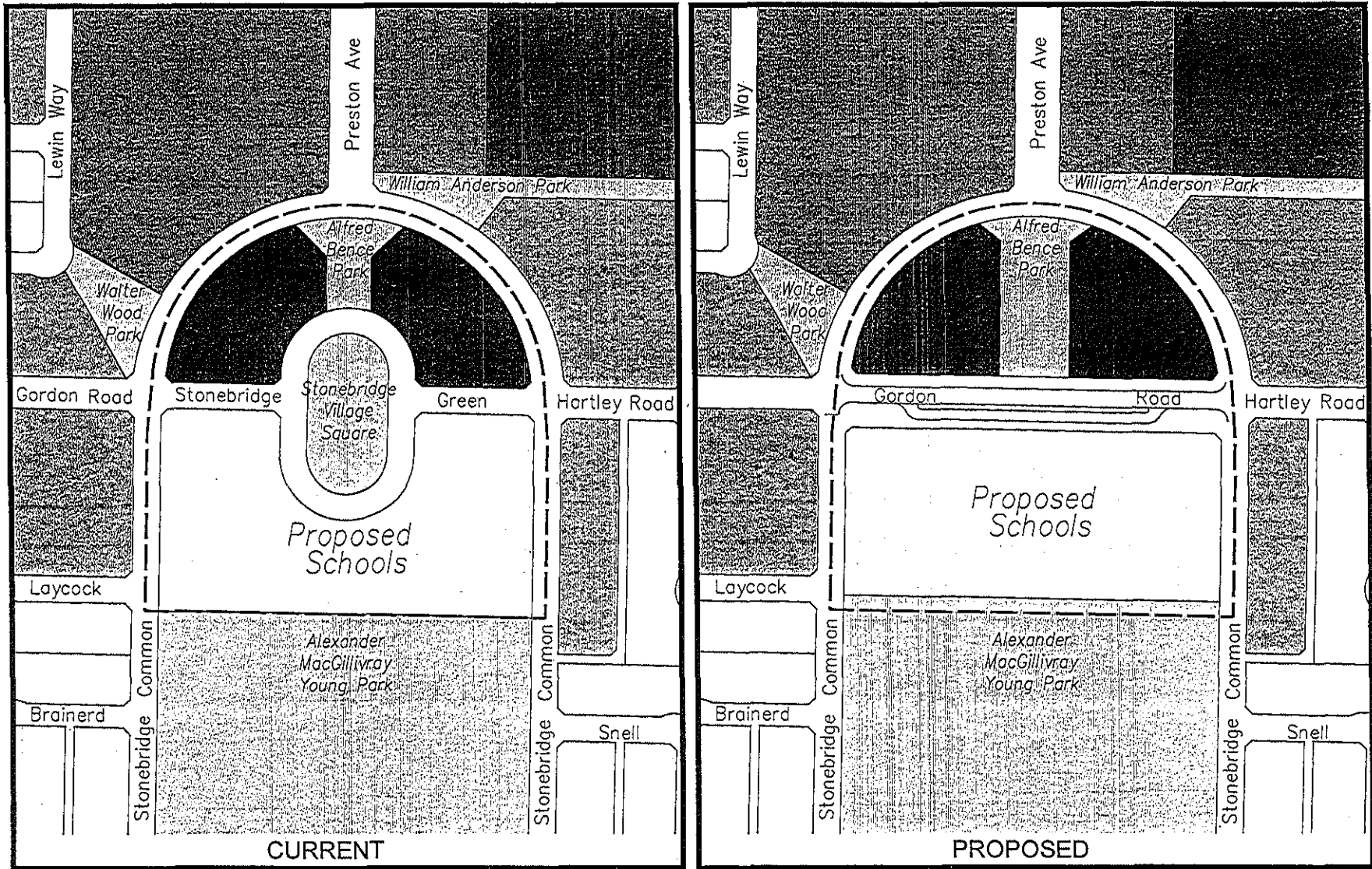
1922 Helen Louisa Seymour died at age sixty four from complications of the influenza.









1922-1927 Dr. Seymour missed his wife Helen so worked hard with Public Health Affairs and traveled extensively. He also visited his family in California, United States. Dr. Seymour enjoyed reading, walking with his dogs, horseback riding and hunting.



1927-1928 Dr. Seymour remained an adviser to Public Health department until his myocarditis prevented him from doing it any longer.



# ATTACHMENT 1 - PROPOSED STONEBRIDGE CONCEPT PLAN AMENDMENT



 AMENDMENT BOUNDARY	 PROPOSED ROADWAY ALIGNMENT
 PROPOSED SCHOOLS & COMMUNITY CENTRE	 LOW DENSITY MULTI-UNIT RESIDENTIAL
 MUNICIPAL RESERVE	 MIXED USE 1
 MEDIUM DENSITY RESIDENTIAL	 LOW DENSITY RESIDENTIAL

N:\Planning\WAPPING\Concept Plans\Stonebridge\Amendments\CPA\_037\_08SS.dwg

# 5.2.1.1

## CITY OF SASKATOON

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### Office of the City Clerk

To: Deputy City Clerk, SPC on  
Planning, Development & Community  
Services

Date: June 26, 2014

Phone: 3240

Our File: CK. 1704-5

From: Kathy O'Brien, Secretary  
Advisory Committee on Animal Control

Your File:

**Re: Advisory Committee on Animal Control- 2015 Proposed Budget**

The Advisory Committee on Animal Control, at its meeting held on June 26, 2014, resolved that the Committee submit a proposed budget for 2015 of \$21,300 which is the same amount that was requested and granted for 2014.

Thank you for your consideration.

ko .

/ko



## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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### **Exception to Animal Control Bylaw to Allow Dogs in Rotary Park in Fenced Area for PotashCorp Fireworks Festival Event**

#### **Recommendation of the Committee**

That the request be approved subject to any administrative conditions.

#### **History**

At the August 18, 2014 Standing Policy Committee on Planning, Development and Community Services meeting, the Committee considered a communication from Mandy Pravda requesting an exception to the Animal Control Bylaw to allow dogs to be off-leash in Rotary Park, in a temporary fenced area with controlled access for safety of both the patrons and the animals, for the PotashCorp Fireworks Festival Event on August 29 and 30, 2014, from 3:00 to 10:00 p.m.

#### **Attachment**

Communication from Mandy Panda - July 29, 2014, File No. CK. 205-1



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From: CityCouncilWebForm  
Sent: Tuesday, July 29, 2014 10:51 AM  
To: City Council  
Subject: Write a Letter to City Council

TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL.

FROM:

Mandy Pravda  
131 Wall St  
Saskatoon, Saskatchewan  
S7K 2T8

EMAIL ADDRESS:

mpravda@onpurpose.ca

COMMENTS:

Good Morning,

My name is Mandy Pravda with PotashCorp Fireworks Festival. The fireworks festival takes place August 29th and 30th from 5-10pm both nights. I am writing to receive permission to allow exception to the Animal Control Bylaw between the hours of 3pm-10pm for both event dates.

The Fireworks Festival takes place in River Landing Amphitheater and Rotary Park. In Rotary Park we have arranged to have "Flyball" a dog show setup for our patrons to enjoy. With your permission to have pets of their leashes Flyball will be in a fenced in area of 80x20 at the South end of Rotary Park, where they will entertain patrons by doing tricks and a hourly shows. This fenced area will be controlled access for safety of both the patrons and animals. We have had Flyball present to events in the past without any incidents or issues. Flyball company is professional with trained dogs who partake in the show.

I look forward to hearing your response. Please let me know if you have any further concerns or questions.

Thank you  
Mandy Pravda



# **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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## **Trains Carrying Oil through City**

### **Recommendation of the Committee**

That the August 18, 2014 report of the Fire Chief be received as information.

### **History**

At the August 18, 2014 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the Fire Chief was considered regarding the above matter.

### **Attachment**

Report of the Fire Chief [File No. CK. 270-1]

**F1) Communications to Council**  
**From:** Bruce Chamberlin  
**Date:** June 2, 2014  
**Subject:** Trains Carrying Oil Through City  
**File No.:** CK. 270-1

## **Recommendation**

that the information be received.

## **Topic and Purpose**

This report addresses the general matter of train safety in the city and the status of the Saskatoon Fire Department's response to communities in the city impacted by trains at level rail crossings.

## **Report Highlights**

1. Rail transportation continues to grow within the country as an economic means of moving raw materials and goods.
2. Construction of overpasses or underpasses at all level rail crossings to alleviate interruptions of traffic is not feasible.
3. Transport Canada has developed operating standards for the rail system.
4. The Saskatoon Fire Department has developed a deployment strategy specifically for access into Montgomery Place.

## **Strategic Goal(s)**

The report supports the Strategic Goal of Quality of Life – Saskatoon is a welcoming people place. The recommendation supports the corporate priority of life safety initiatives within the city.

## **Background**

City Council, at its meeting held on June 9, 2014, during consideration of the above-noted letter and subsequent response from the Director of Emergency Planning, passed a motion that the general matter of trains in the city be referred to the Administration for review and report on emergency vehicle access to neighbourhoods when entrances and exits are blocked by train traffic.

## **Report**

Rail transportation continues to grow within the country as a viable means of moving raw materials and goods. As cities grow around these networks of rail, there is the inevitable meeting of vehicle traffic and trains. It is unfeasible to consider either overpasses or underpasses for all existing or planned level crossings, so there will be interruptions of vehicle traffic. Transport Canada has developed operating standards for the rail system under Section 103 of the Canadian Rail Operating Rules.

**Canadian Rail Operating Rules -TC O-0-167**

**"103. Public Crossings at Grade**

- (a) Where a railway track and a public road share the same roadbed and there is no fence or other barrier between them, moving rail cars not headed by an engine or when headed by a remotely controlled engine must be protected by a crew member on the leading car or on the ground, in a position to warn persons standing on, or crossing, or about to cross the track.
- (b) When required by special instruction or when cars not headed by an engine, snow plow or other equipment equipped with a whistle and headlight, are moving over a public crossing at grade, a crew member must provide manual protection of the crossing until the crossing is fully occupied.

**EXCEPTION:** Manual protection of the crossing is not required provided the crossing is equipped with automatic warning devices and a crew member is on the leading car to warn persons standing on, or crossing, or about to cross the track. This exception does not modify the application of Rule 103.1 (a).

- (c) Crew members must not give vehicular traffic a hand signal to proceed over a crossing.
- (d) Except at those public crossings indicated in special instruction, no part of a movement may be allowed to stand on any part of a public crossing at grade, for a longer period than five (5) minutes, when vehicular or pedestrian traffic requires passage. Switching operations at such crossing must not obstruct vehicular or pedestrian traffic for a longer period than five (5) minutes at a time. When emergency vehicles require passage, employees must cooperate to quickly clear the involved crossings."

As for emergency response for the fire service, the City of Saskatoon is fortunate that the fire stations are strategically placed to allow response to an emergency from multiple directions, thus minimizing delay. However, due to the position and the number of level crossings in the southwest portion of the city (Montgomery Place), the department has developed a deployment strategy specifically to address this issue. Your Administration believes that by utilizing three separate stations with four access points into Montgomery, all combinations of blocked level crossings have been addressed. Entry will be by 11<sup>th</sup> Street West, Circle Drive South, Fairlight Drive, and Highway 7 West. Updated radio communications will alert responders to the best point of access. If the highway is the only access, it is anticipated that the response will be an additional three minutes.

Transport regulations are that the train can be ordered by the emergency response agency to break the train if necessary. This sets in motion another entire set of actions. To aid in the reduction of possible hold-ups by rail, open dialogue with the carriers is looking at the following:

- Powered switches to allow trains to move through at a quicker pace instead of waiting for the manual switching.
- Earlier ramp-up of the train so it is not accelerating as it approaches level crossings but already at maximum speed.
- Traffic pre-emption data streaming to allow the dispatch centres access to information regarding blocked crossings.

The above initiatives will not only enhance the response abilities of the emergency services but should also help reduce some of the lengthy waits of citizens at these crossings.

#### **Other Considerations/Implications**

There are no policy, financial, environment, privacy, or CPTED implications or considerations. There are no options to the recommendation.

#### **Due Date for Follow-up and/or Project Completion**

The fourth quarter of 2014 once the grain handling season has been evaluated.

#### **Public Notice**

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

#### **Attachment**

1. Response to Mr. Chamberlin from Ray Unrau, Director of Emergency Planning.

#### **Report Approval**

Written by: Dan Paulsen, Fire Chief

Reviewed by:

Approved by: Dan Paulsen, Fire Chief

Trains Report 2014.docx

O'Brien, Kathy (Clerks)

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**From:** Unrau, Ray (Fire)  
**Sent:** June 02, 2014 6:56 PM  
**To:** 'bruce.chamberlin@usask.ca'  
**Subject:** RE: Email - Communications to Council - Bruce Chamberlin - June 2, 2014 - Trains Carrying Oil Through City - File CK 270-1

Good evening Mr Chamberlin,

Thank you for the email outlining your concern.

First, I would like to assure you that the Saskatoon Fire and Protective Services are monitoring the transportation of rail born dangerous goods through the City of Saskatoon. I would also like to emphasize that our Fire Department personnel are very well equipped and trained to work with these sorts of emergencies. The Saskatoon Police Service has recently updated and exercised the cities evacuation plan. These elements make up the core of Saskatoon's emergency response to dangerous goods.

In addition to the excellent training and equipment employed by Saskatoon's first responders, the City of Saskatoon has recently implemented a state of the art mass emergency notification tool called notifynow. Mass notification is a tremendously important tool for hazardous materials emergency response because it allows city officials to rapidly inform people affected by a chemical release of the safest actions to take. For more information on notifynow, or to sign up for the service, please go to [www.saskatoon.ca](http://www.saskatoon.ca) and look for the notifynow logo on the left side of the page.

With that said, we are also acutely aware of the critical importance of mitigating the risk, not just responding to an event.

Mayor Atchison and Fire Chief Paulsen are respected voices in national level transportation safety committees. These committees are dedicated to finding the long term solutions required to reduce the risk of an transportation emergency impacting Saskatonians.

In closing, please be assured, that although we have an excellent response capacity in Saskatoon, we are also dedicated to reducing the risk our citizens and will work hard to keep safety as a key issue within the transportation industry at the local, provincial and national level.

I very much appreciate your concern and your patience, and I would be happy to answer any questions you may have.

Sincerely,



**RAY UNRAU**  
Director of Emergency Planning  
306.657.8588 | [ray.unrau@saskatoon.ca](mailto:ray.unrau@saskatoon.ca)

City of Saskatoon  
870 Attridge Drive,  
Saskatoon, SK S7M 1N2

> -----Original Message-----

> From: CityCouncilWebForm [mailto:CityCouncilWebForm]

> Sent: June 02, 2014 9:54 AM

> To: City Council

> Subject: Write a Letter to City Council File CK 270-1

>

> TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL.

>

> FROM:

>

> Bruce Chamberlin

> A-1127 Ave K.N.

> Saskatoon, Saskatchewan

> S7L2N7

>

> EMAIL ADDRESS: -

>

> bruce.chamberlin@usask.ca

>

> COMMENTS:

>

> Dear Mr. Mayor and Councilors.

>

> I have become alarmed at the number of trains carrying oil through our city. I recently counted 75+ cars on one train. (I didn't start counting until a number had passed). Do we have an emergency plan for a derailment of these cars? The train above was crossing Idylwyld on its way to the river. A derailment on the bridge would be a disaster that Saskatoon would be having to deal with for years, not to mention every community down river. Please let me know what the city has planned or is in the process of planning to deal with such an emergency.



# **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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## **Transport of Dogs and Cats in Truck Beds**

### **Recommendation of the Committee**

That the City Solicitor be requested to prepare the required bylaw to amend *Animal Control Bylaw, 1999, No. 7860*, to restrict the transportation of dogs and cats in truck beds and open top cargo areas, as outlined in the August 18, 2014 report of the General Manager, Community Services Department.

### **History**

At the August 18, 2014 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services was considered regarding the above matter.

### **Attachment**

Report of the General Manager, Community Services [File No. CK. 151-15]



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## Transport of Dogs and Cats in Truck Beds

### **Recommendation**

that a report be submitted to City Council recommending that the City Solicitor be instructed to amend Animal Control Bylaw, 1999, No. 7860, to restrict the transportation of dogs and cats in truck beds and open top cargo areas, as outlined in this report.

### **Topic and Purpose**

The purpose of this report is to amend Animal Control Bylaw, 1999, No. 7860 to restrict the transportation of dogs and cats in truck beds and open top cargo areas and to establish a fine structure for this offence.

### **Report Highlights**

1. Unrestrained transportation of animals within city limits is a safety concern for the animal and for other motorists. To address similar safety concerns, other municipalities are already enforcing similar bylaws.
2. The Administration recommends amending Animal Control Bylaw, 1999, No. 7860 to establish a fine structure for the unrestricted transportation of dogs and cats in truck beds and open top cargo areas. The fine for the first offence is \$100 and escalates to \$200 for a second offence, and \$300 for a third offence.
3. Enforcement for the proposed amendment would fall under the authority of the Saskatoon Police Services (SPS).

### **Strategic Goal**

This report supports the long-term strategy to ensure the City of Saskatoon (City) maintains a proactive approach to the priority of health and safety under the Strategic Goal of Continuous Improvement.

### **Background**

On June 27, 2013, the Animal Control Advisory Committee (ACAC) resolved that a report be forwarded to the Administration and Finance Committee to consider prohibiting the unrestrained transport of dogs in truck beds and open top cargo areas.

The report shared concerns about animal and motorist safety (see Attachment 1).

At its July 16, 2013 meeting, the Administration and Finance Committee resolved that this matter be referred to the Administration for a report.

## Transport of Dogs and Cats in Truck Beds

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### Report

Animal and motorist safety is an important concern for the residents of Saskatoon, and the Administration is committed to proactively managing these concerns. One of the purposes of Animal Control Bylaw, 1999, No. 7860 is to “control and regulate cats and dogs.” In an effort to maintain regulation consistency, the Administration determined that both dogs and cats were in need of safe transport while in truck beds and open top cargo areas; therefore, has adjusted the recommendation to reflect this consistency.

The unrestrained transportation of dogs and cats in an open truck bed or open top cargo area poses numerous risks for both the animal and for drivers alike. The main concerns are:

- a) the potential for injury to other motorists sharing the roadway in the event an animal jumps or is ejected from the back of a moving vehicle; and
- b) the safety of animals during transport. Health consequences for animals riding unrestrained in truck beds or open top cargo areas range from eye, ear, and nose damage caused by wind/dust and debris, to broken limbs, dismemberment, or death caused from jumping or being ejected from the vehicle.

The Society for the Prevention of Cruelty to Animals (SPCA) International recommends that if transportation of an animal in a truck bed is necessary, that the animal is restrained, preferably in a crate or carrier secured to the truck. Similarly the American Society for the Prevention of Cruelty to Animals (ASPCA) suggests that animals are securely fastened or confined during vehicle transportation and recommends the use of dog seat belts, crates, and car barriers while transporting animals. The ASPCA also classifies transporting dogs unrestrained in truck beds as animal cruelty.

Other municipalities, such as Cambridge, ON; Calgary, AB; Medicine Hat, AB; Okotoks, AB; and Winnipeg, MB, are also enforcing similar transportation restrictions (see Attachment 2).

### Fine Structure

The majority of fines within Animal Control Bylaw, 1999, No. 7860 are \$100 for a first offence, \$200 for a second offence, and \$300 for a subsequent offence. Examples of this fine structure include the following:

- a) a cat or dog being at large;
- b) a prohibited dog in off-leash area;
- c) allowing dog to become nuisance in off-leash area;
- d) failing to accompany dog in off-leash area;
- e) failing to carry leash in off-leash area;
- f) failing to restrain and remove nuisance dog from off-leash area;
- g) operating a motor vehicle in an off-leash area; and
- h) a cat or dog in prohibited areas.

## Transport of Dogs and Cats in Truck Beds

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One exception to this fine structure is Failure to License, which is a \$250 fine for the first offence, \$300 for the second offence, and \$350 for any subsequent offence.

The Administration recommends the fine structure of \$100 for a first offence, \$200 for a second offence, and \$300 for a subsequent offence be applied to this bylaw amendment. In addition to being congruent with other fines within Animal Control Bylaw, 1999, No. 7860, this fine structure is similar to fines within other municipalities that regulate the transportation of dogs and cats in truck beds.

City	Minimum Fine	Maximum Fine
Cambridge, ON	\$100	\$500
Calgary, AB	\$95	Subject to Court Summons
Medicine Hat, AB	\$150	\$150
Okotoks, AB	\$100	\$200
Canmore, AB	\$200	N/A
Winnipeg, MB	\$100	\$300

### Enforcement

The SPS is the only traffic control agency authorized to enforce moving violations; therefore, would be the enforcing agency for this bylaw amendment. Saskatoon Animal Control Agency (SACA) is not authorized to pull over a moving vehicle.

### **Public and/or Stakeholder Involvement**

This matter was first discussed at the ACAC in May 2013. It was determined that further research was required. A secondary follow-up report was submitted to the ACAC in June 2013. At its June 2013 meeting, it was resolved that a report be forwarded to the Administration and Finance Committee recommending the amendment to Animal Control Bylaw, 1999, No. 7860 to prohibit the unrestrained transport of animals in truck beds and open top cargo areas. The ACAC recommended a minimum fine of \$100 be imposed on violators.

### **Communication Plan**

If a bylaw amendment is approved by City Council, Administration will distribute education materials and information surrounding the bylaw amendment. This information will be distributed through social media, the City's website, and existing marketing strategies. A news release will also be circulated if City Council approves an amended bylaw.

### **Other Considerations/Implications**

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

### **Due Date for Follow-up and/or Project Completion**

No further follow-up is required.

## Transport of Dogs and Cats in Truck Beds

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### Public Notice

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

### Attachments

1. Animal Control Advisory Committee Report
2. Examples of Other Municipalities Regulations Pertaining to the Transport of Animals.

### Report Approval

Written by: Chelsie Schafer, Open Space Consultant  
Reviewed by: Cary Humphrey, Director of Recreation and Sport  
Approved by: Randy Grauer, General Manager, Community Services Department

S:\Reports\RS\2014\Transport of Dogs and Cats in Truck Beds\kt

### Transport of Dogs in Truck Beds/Open-Top Cargo Areas

**Problem:** Saskatoon currently has no bylaw in place to provide for adequate minimum protection of dogs with respect to being transported in truck beds and/or open-top cargo areas

#### **General Info:**

-the main concern is the very real danger of an unrestrained dog jumping from, or being flung from, an open truck bed; this poses huge risk to both the animal, and to the other motorists on the road

-risks include:

- **Eye, Ear & Nose Damage**

Being in the open air traveling at high speeds can cause damage to the delicate parts of the dog's face. The swirling of the air currents in the bed of a pickup truck can cause dirt, debris and insects to become lodged in the dog's eyes, ears, and nose.

- **Being Ejected from the Truck**

In cases of vehicle collisions or sharp braking, the dog is at serious risk of being flung from the vehicle. If the dog is improperly tethered in the vehicle, neck/spine injuries, as well as being dragged are all very real risks.

- **Jumping**

It is impossible to predict what stimuli may entice a dog to jump from the vehicle; exposure to other animals, vehicles, wildlife, people, smells, etc, all lead to the danger of dogs jumping from the truck if not properly secured. Oftentimes, the result is broken limbs, and in some cases, de-gloving. Frequently, euthanasia is the result.

-The Canadian Veterinary Journal reviewed 70 cases of dogs that sustained injuries due to being in truck beds unrestrained; Case records of 70 dogs injured while riding in the back of open pickup trucks during the period January 1, 1982, to May 1, 1993, were reviewed. Most dogs were young (mean age 2.4 y) and of medium to large size (average weight 22.6 kg). Sixty-five dogs (93%) were injured during the months of April through October. Forty-nine dogs (70%) had single injuries and 21 dogs (30%) sustained multiple injuries. Fractures were the most frequent injury incurred, with fractures of the femur the most common. Surgical repair was recommended in all but 2 cases.

-the ASPCA classifies transporting dogs unrestrained in truck beds as animal cruelty; many Canadian SPCAs officially advise against such transport

-in the past, few Canadian municipalities have had specific laws requiring proper restraint of dogs; in the past 10 years, British Columbia and Alberta municipalities have begun to pilot such bylaws

## **Examples from other Municipalities:**

### **Cambridge**

From Animal Control Bylaw 65-08

2.27 RESTRAINT IN MOVING MOTOR VEHICLE: No person shall allow a dog to be in a moving motor vehicle in an area that is not enclosed, including the back of a pick up truck or a flat bed truck, unless the dog is:

(a) contained in a ventilated kennel or similar device securely fastened to the bed of the truck or

(b) securely tethered by a body harness in such a manner that it is not standing on bare metal, cannot jump or be thrown from the vehicle, and cannot reach beyond the outside edges of the vehicle

### **Calgary**

From the Responsible Pet Ownership Bylaw (Bylaw Number 23M2006)

#### **SECURING ANIMALS IN VEHICLES**

20. (1) No person shall allow an Animal to be outside of the passenger cab of a motor vehicle on a roadway, regardless of whether the motor vehicle is moving or Parked.

(2) Notwithstanding subsection 20(1), a person may allow an Animal to be outside the passenger cab of a motor vehicle, including riding in the back of a pickup truck or flat bed truck if the Animal is:

(a) in a fully enclosed trailer;

(b) in a topper enclosing the bed area of a truck;

(c) contained in a ventilated kennel or similar device securely fastened to the bed of the truck; or

(d) securely tethered in such a manner that it is not standing on bare metal, cannot jump or be thrown from the vehicle, is not in danger of strangulation, and cannot reach beyond the outside edges of the vehicle.

(3) For the purpose of this Section, “roadway” means any street or highway, whether publicly or privately owned, any part of which the public is ordinarily entitled or permitted to use for the passage or Parking of vehicles.

(4) The Owner of a vehicle involved in an offence referred to in this Section is guilty of the offence, unless that vehicle Owner satisfies the Court that the vehicle was:

(a) not being driven or was not Parked by the Owner; and (b) that the person driving or Parking the vehicle at the time of the offence did so without the vehicle Owner’s express or implied consent.

## Canmore

From BYLAW 10-2011

### SECURING DOGS IN VEHICLES

28. No Owner shall allow a Dog to be outside of the passenger cab of a motor vehicle while on a Highway including in the back of a pickup truck or on the flat bed of a truck, regardless of whether the motor vehicle is moving or stationary unless the Dog is:

(a) in a fully enclosed trailer;

(b) in a topper enclosing the bed area of the truck;

(c) contained in a ventilated kennel or similar device securely fastened to the bed of the truck; or

(d) securely tethered in such a manner that it is not standing on bare metal, cannot jump or be thrown from the vehicle, is not in danger of strangulation, and cannot reach beyond the outside edges of the vehicle.

### Other Municipalities with Similar Bylaws:

Medicine Hat

Okotoks

Okanagan

Strathmore

Banff

Thompson

**\*it should be noted that in all cases, if an individual cannot afford/does not have access to such restraints, it is always a viable alternative that the dog simply ride inside the truck\***



## Examples of Other Municipalities Regulations Pertaining to the Transport of Animals

### British Columbia

1. BC Motor Vehicle Act, Section 72  
Transporting Animals

**72** A person commits an offence if the person transports a living animal on the runningboard, fender, hood or other exterior part of a motor vehicle unless a suitable cage, carrier, or guard rail is provided and is attached adequately to protect that animal from falling or being thrown from the vehicle.

2. BC Prevention of Cruelty to Animals Act, RSBC 1996, Chapter 372  
Transportation of Animals

- 9.3**
- (1) A person responsible for an animal must not transport the animal by vehicle unless the animal is:
    - (a) inside the passenger compartment; or
    - (b) confined or secured in a manner that will prevent the animal from
      - (i) falling from the vehicle;
      - (ii) being injured during transport; or
      - (iii) causing a hazard to the safe operation of other vehicles.
  - (2) A person responsible for an animal must not attach the animal to a vehicle that is in operation unless the animal is confined or secured as described in subsection (1) (b).
  - (3) Subsections (1) and (2) do not apply to a person operating a vehicle that is designed for use as a mobility aid for persons with a disability and that is being used for that purpose.

### Okotoks

1. Responsible Pet Ownership Bylaw

#### Section 4 – Responsible Pet Ownership Requirements

- s) The Owner of an Animal shall ensure that an Animal is Properly Restrained or safely tethered to remain within the confines of the truck/flat bed, or any other vehicle of which the Animal is not within the confines of a roofed vehicle.

#### Definitions

- a) “Animal” includes a male dog, a neutered male dog, a spayed female dog, and a female dog.
- t) “Owner” means:
  - i a person who has the care, charge, custody, possession or control of an Animal;
  - ii a person who owns or who claims any proprietary interest in an Animal;
  - iii a person who harbours, suffers or permits an Animal to be present on any property owned, occupied or leased by him or which is otherwise under this control;



- iv a person who claims and receives an Animal from the custody of the Animal Shelter or an Animal Control Officer;
- v a person to whom a License Tag was issued for an Animal in accordance with this Bylaw; or
- vi a person who operates an Animal Adoption Program and who has care, charge, custody, possession, or control of an Animal(s), and for the purposes of this Bylaw an Animal may have more than one (1) Owner.

### **Medicine Hat**

#### 1. Responsible Animal Ownership Bylaw No. 3935 ANIMALS IN VEHICLES

- 17. No person shall leave an Animal unattended in a motor vehicle unless the Animal is restrained so as to prevent it from coming into contact with any other person or Animal outside the motor vehicle.
- 18. Any person leaving an Animal unattended in a motor vehicle shall ensure that suitable ventilation is provided for the Animal.
- 19. No person shall leave an Animal in the open box area of a truck or open trailer while the truck or trailer is in motion.
- 20. No person shall leave an Animal unattended in the open box area of a truck or an open trailer while the truck or trailer is parked.
- 21. The owner of a vehicle involved in an offence referred to in sections 17-20 is guilty of the offence, unless the vehicle owner satisfies the Court that the vehicle was:
  - (a) not being driven or was not parked by the owner of the vehicle; and *Responsible Animal Ownership Bylaw Page 9; and*
  - (b) that the person driving or parking the vehicle at the time of the offence did so without the vehicle owner's express or implied consent.

### **Canmore**

#### 1. Animal Control Bylaw 10-2011 SECURING DOGS IN VEHICLES

- 28. No Owner shall allow a Dog to be outside of the passenger cab of a motor vehicle while on a Highway including in the back of a pickup truck or on the flat bed of a truck, regardless of whether the motor vehicle is moving or stationary unless the Dog is:
  - (a) in a fully enclosed trailer;
  - (b) in a topper enclosing the bed area of the truck;
  - (c) contained in a ventilated kennel or similar device securely fastened to the bed of the truck; or
  - (d) securely tethered in such a manner that it is not standing on bare metal, cannot jump or be thrown from the vehicle, is not in danger of strangulation, and cannot reach beyond the outside edges of the vehicle.
- 29. No Owner shall allow a Dog to be left unattended in any Motor Vehicle unless the Dog is restricted so as to prevent escape and access to individuals, provided that at all times the Dog has suitable ventilation and water.

## Winnipeg

### 1. Responsible Pet Ownership By-law No. 92/2013 4

#### PART 1 – DOGS

#### Definitions

- 3** Notwithstanding subsection 2(1) (*Definitions and interpretation*), in this Part, “animal” means a dog, cat or commercial animal;
- “running at large”, in reference to a dog, means that the dog is not
- (a) on its owner’s property;
  - (b) on other property with the consent of the owner or occupant;
  - (c) in an off-leash area;
  - (d) securely confined in a vehicle or other enclosure; or
  - (e) securely leashed and in the custody of someone competent to control it.



# **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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## **Bike Valets for Festival Attendees – Hooded Meters**

### **Recommendation of the Committee**

That the fees associated with meter hooding for bike valets at festivals be maintained.

### **History**

At the August 18, 2014 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services was considered regarding the above matter.

### **Attachment**

Report of the General Manager, Community Services [File No. CK. 6120-3].

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## **Bike Valets for Festival Attendees – Hooded Meters**

### **Recommendation**

That the fees associated with meter hooding for bike valets at festivals be maintained.

### **Topic and Purpose**

This report is to provide information regarding the use of bike valets at festivals throughout the city.

### **Report Highlights**

1. Currently only one organization operates bike valets within Saskatoon.
2. Types of businesses using bike valets are predominantly non-profit, charities, or businesses who donate a portion of their proceeds.
3. Overall feedback from the Partnership and Business Improvement Districts (PID) is positive if current hooded meter restrictions apply.

### **Strategic Goals**

This report supports the Strategic Goals related to Moving Around and Asset & Financial Sustainability. The vision is to promote active transportation and provide services that are aligned with the expectations of our citizens and festival organizers.

### **Background**

At its April 7, 2014 Administration and Finance Committee meeting, the Saskatoon Environmental Advisory Committee (EAC) requested that the cost of hooding meters for bike valets at festivals be waived. According to the EAC,

“the cost of hooding metres for this use can be a considerable expense for a small festival, and the existence of bike valets promotes active participation and reduces traffic congestion.”

The Administration and Finance Committee resolved that,

“the matter be referred to the Administration for a report, including which festivals currently provide bike valets, where bike valets set up and if there are places they can set up without using parking spaces, what kind of

business it is (i.e. is it non-profit, will customers have to pay for use of the bikes) and feedback from the Partnership.”

## **Report**

### Current Bike Valet Practices

Saskatoon Cycles is currently the only not-for-profit organization that provides formal bike valet services in Saskatoon. In 2013, Saskatoon Cycles provided this service for 22 events (see Attachment 1) on 42 days and parked over 6,100 bicycles. Of the 22 events that utilized bike valets, 20 of the bike valets were located in a park, and 2 of the events utilized space within the approved road closure for their event. In 2013, no festivals required meter hooding for bike valets at their events.

Since Saskatoon Cycles began operating bike valets in 2010, they have had two requests where meters were required to be hooded at a cost to the organizing committee. The cost for hooding metres for special events in the city is a reduced fee of \$18 per day. The normal cost for this service is \$35 per day.

### Types of Businesses Using Bike Valets

The Special Event Application is where an applicant would indicate whether it is a non-profit, private company, family, or other type of organization. If an event does not take place in a park, a Special Event Application is not required, and this information is not collected. Due to this, the type of business cannot be ascertained for each event utilizing a bike valet; however, most of the events listed in Attachment 1 are registered charities, non-profits, or at a minimum, give a portion of their profits to charity.

### Feedback from the Partnership and BID

Bike valets can reduce traffic at the same time as increasing attendance in an area, making them an attractive option to the business community. On the other hand, demand is increasing for parking space by other types of businesses, including food trucks and restaurant expansions. The Partnership and BID would like to see limits placed on the number of meters that are hooded on main thoroughfares. A limit would ensure customer parking in front of businesses and prevent entire streets from being used for food trucks, restaurants, and bike valets. The current limits for stalls per block are as follows:

- Regular meter hooding (construction/special event) – maximum of six stalls per block face, or four stalls per block face, if a hooding request exceeds two days;
- Food trucks – two food trucks per block face, each up to five consecutive hours per day; and
- Restaurants – follow the same requirements as construction/special events, a maximum of six stalls per block face, or four stalls per block face, if a hooding request exceeds two days.

## **Options to the Recommendation**

City Council can choose to reduce the fees associated with meter hooding for bike valets. The Administration is not recommending this option as there is already a reduced fee for special events, and most bike valets are accommodated within parklands or roadways that are already closed for the event, and therefore, do not require meter hooding.

## **Public and/or Stakeholder Involvement**

Discussions have been held with the Partnership, Riversdale BID, and Broadway BIDs regarding the use of on-street parking stalls for bike valets. All three are requesting the current limits of hooded meters per block face be maintained.

## **Communication Plan**

There is no need for a communication plan.

## **Environmental Implications**

Cycling and other modes of active transportation are associated with reduced fuel consumption, and therefore, reduced greenhouse gas emissions. Bike valets encourage the use of bicycles as a practical transportation mode by providing an accessible and secure parking facility for cyclists. Although not quantified for this report, the net benefits of bike valets to environmental and human health are positive.

## **Other Considerations/Implications**

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

## **Due Date for Follow-up and/or Project Completion**

There will be no follow up report.

## **Public Notice**

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

## **Attachment**

1. List of 2013 Festivals with Bike Valet Services

## **Report Approval**

Written by: Heather Newell, Special Project Consultant  
Reviewed by: Cary Humphrey, Director of Recreation and Sport  
Angela Gardiner, Director of Transportation  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/RS/2014/PDCS - Bike Valets for Festival Attendees – Hooded Meters/ks  
BF43-14

## **List of 2013 Festivals with Bike Valet Services**

### **Within a Park:**

1. Saskatoon Potash Corp Fringe Theatre Festival\*\*
2. SaskTel Saskatchewan Jazz Festival\*\*
3. Broadway Street Fair\*\*
4. MoSo Conference\*\*
5. Canada Day in the Park\*\*
6. Saskatchewan Marathon\*\*
7. Ice Cycle\*\*
8. Seedy Saturday\*\*
9. Earth Day\*\*
10. International Trails Day – Meewasin\*\*
11. Bridge City Boogie\*\*
12. Taste of Saskatchewan
13. FMG's Saskatoon Dragon Boat Festival
14. Potash Corp Fireworks Festival\*\*
15. THCF Fireworks Blast of Colour Run\*\*
16. Saskatoon Pride Festival\*\*
17. Drinkle Fest\*\*
18. Big Bike Kick Off\*\*
19. Diversity and Community Park Party\*\*
20. SGI Neighbourhood Safety Fair

### **Within Approved Road Closures:**

1. Park(ing) Day\*\*
2. Word on the Street\*\*

\*\*Indicates the organization hosting the events is a non-profit





## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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### **Mortgage Flexibilities Support Program – Innovative Residential Inc. – 102 Manek Road**

#### **Recommendation of the Committee**

1. That 16 affordable housing units, to be constructed by Innovative Residential Inc. on Parcel BB on 102 Manek Road in the Evergreen Neighbourhood, be designated under the Mortgage Flexibilities Support Program as defined in Innovative Housing Incentives Policy No. C09-002, contingent upon this housing project being fully approved for mortgage loan insurance flexibilities by Genworth Canada and/or Canada Mortgage and Housing Corporation; and
2. That the City Solicitor be requested to prepare the necessary tax sponsorship and incentive agreements with Innovative Residential Inc., and that His Worship the Mayor and the City Clerk be authorized to execute these agreements under the Corporate Seal.

#### **History**

At the August 18, 2014 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services was considered regarding the above matter.

#### **Attachment**

Report of General Manager, Community Services [Files CK. 750-4 and PL 951-128].

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## **Mortgage Flexibilities Support Program - Innovative Residential Inc. – Parcel BB - 102 Manek Road**

### **Recommendation**

That a copy of this report be submitted to City Council recommending:

1. that 16 affordable housing units, to be constructed by Innovative Residential Inc. on Parcel BB on 102 Manek Road in the Evergreen Neighbourhood, be designated under the Mortgage Flexibilities Support Program as defined in Innovative Housing Incentives Policy No. C09-002, contingent upon this housing project being fully approved for mortgage loan insurance flexibilities by Genworth Canada and/or Canada Mortgage and Housing Corporation;
2. that the City Solicitor be requested to prepare the necessary tax sponsorship and incentive agreements with Innovative Residential Inc., and that His Worship the Mayor and the City Clerk be authorized to execute these agreements under the Corporate Seal.

### **Topic and Purpose**

The purpose of this report is to recommend designation of 16 affordable ownership units under the Mortgage Flexibilities Support Program (MFSP) in the Evergreen neighbourhood.

### **Report Highlights**

1. Innovative Residential Inc. is proposing to build a 38-unit affordable and entry-level ownership housing development.
2. The Administration is recommending that 16 of these units be designated under the City of Saskatoon's (City) MFSP and that down-payment assistance be made available for these units.
3. Innovative Residential Inc. is providing partial down-payment assistance to support entry-level buyers for up to 22 units in this development.
4. Innovative Residential Inc. will make some funds available for tax sponsorship based on financial need.

### **Strategic Goal**

This report supports the City's long-term Strategic Goal of Quality of Life by increasing the supply, range, and location of affordable housing options.

## **Background**

During its June 22, 2009 meeting, City Council approved the MFSP, which provides a 5% down-payment grant to low- and moderate-income homebuyers who purchase a home in a designated project. City Council approved a Cost-Sharing Agreement with the Province of Saskatchewan (Province) during its September 26, 2011 meeting, to help fund the MFSP until March 31, 2016. Changes to the MFSP were approved by City Council during its August 15, 2012 meeting, allowing builders to contribute up to 3% towards the cost of the down-payment grants, with the City and the Province contributing 1% each.

During its December 4, 2013 meeting, City Council approved the 2014 Business Plan and Budget, which allocated \$1.4 million for the Housing Business Plan in support of a target of 480 new attainable housing units, 100 units of which would be affordable ownership units under the MFSP, and 100 of which would be entry-level units.

## **Report**

On July 4, 2014, the Planning and Development Division received an application from Innovative Residential Inc. for down-payment grants under the MFSP and financial assistance under Innovative Housing Incentives Policy No. C09-002.

### Innovative Residential Inc.'s Attainable Home Ownership Proposal

The proposal received from Innovative Residential Inc. involves constructing 38 stacked townhouse units on a site (Parcel BB) located on 102 Manek Road in the Evergreen neighbourhood. The Town Square Terrace Project will include 19 three-bedroom townhouse units and 19 two-bedroom walk out units (see Attachment 1). The three-bedroom townhouse units are 1,254 square feet with 1.5 bathrooms, a single detached garage, and one surface parking stall. The two-bedroom walkout units are 760 square feet with one bathroom and one surface parking stall.

The homes will be modular built with on-site construction beginning in July 2014, with possessions beginning in February 2015, and final completion is expected by May 2015. The stacked townhouse design is energy efficient and the homes will be built to ENERGY STAR for New Homes standards resulting in approximately 30% energy savings over non-ENERGY STAR units. Warranty coverage will be provided by the New Home Warranty Program of Saskatchewan Inc.

The Town Square Terrace Project is the third attainable housing development that Innovative Residential Inc. is constructing in the Evergreen neighbourhood on three non-adjacent sites (see Attachment 2). This development has a new architectural style and roofline which differs from previous Innovative Residential Inc. stacked townhouse developments (see Attachment 3).

### Down-Payment Assistance for Moderate-Income Households

Innovative Residential Inc. has requested that 16 units be designated under the City's MFSP and that down-payment grants equalling 5% of the purchase price be made available under the program. Households would need to have incomes below the Maximum Income Limits (MILs) to qualify for a down-payment grant. Currently, the MILs are \$66,500 for households without dependents and \$74,000 for households with dependents.

Eight of these units will be three-bedroom townhouses, selling for approximately \$285,900, with monthly mortgage payments of approximately \$1,350. The remaining eight units will be two-bedroom walk-out units, selling for approximately \$199,900, with monthly mortgage payments of approximately \$950.

The cost of financing the 5% down-payment incentives for the 16 units will be shared between Innovative Residential Inc., the Province, and the City. Innovative Residential Inc. will provide 3%, the Province will contribute 1% through their Affordable Home Ownership Program, and the City will contribute 1%. The City's portion will be recovered through the redirection of property taxes back into the Affordable Housing Reserve over a period of approximately three years.

The Province's funding is available only until March 31, 2016. The Incentive Agreement will require Innovative Residential Inc. to complete this project no later than this date.

### Builder-Sponsored Incentives for Entry-Level Units

The 22 units that are not designated under the MFSP will be sold as entry-level units, which are also a needed type of housing as identified in the City's Housing Business Plan.

Innovative Residential Inc. will provide partial down-payment grants from their own resources to entry-level buyers not qualifying for support under the MFSP. Households earning up to \$84,000 will be eligible for a builder-sponsored down-payment grant of 3%, and households earning between \$84,000 and \$90,000 will be eligible for a down-payment grant of 1%. These entry-level buyers will be required to make a down-payment of at least 5% and contribute their own resources to make up the difference.

### Innovative Residential Inc. Will Be Providing Tax Sponsorships for Some Homebuyers

Innovative Residential Inc. will be using their own resources to provide tax sponsorships for buyers who otherwise could not qualify for a mortgage to purchase a home in this project. Tax sponsorships are lump sum payments made to the City when the home is purchased. The City holds the sponsorship funds in trust and makes annual payments to the homebuyer's property tax account, significantly reducing the monthly cost of purchasing a home. Innovative Residential Inc. has partnered with the City to provide tax sponsorships on a number of previous projects, and these sponsorships have proven to be an effective tool in helping homebuyers to qualify for a mortgage.

## Options to the Recommendation

City Council could choose to decline funding for this project. Choosing this option would represent a departure from Innovative Housing Incentives Policy No. C09-002. The Administration is not recommending this option.

## Financial Implications

The funding source for 16 down-payment grants totalling \$80,000 is the Affordable Housing Reserve. The City has a commitment from the Province to contribute up to 50% towards these grants, estimated at \$40,000. The balance of the grant amount (\$40,000) will be returned to the Affordable Housing Reserve through the redirection of municipal and library property taxes.

Budgeted	Unbudgeted	Reserve	Operating	Non-Mill Rate	Tax Redirection	Provincial Funding
\$80,000	0	0	0	0	\$40,000	\$40,000

## Other Considerations/Implications

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

## Due Date for Follow-up and/or Project Completion

The project is slated to finish in May of 2015, at which point, the Administration will ensure the work has been completed.

## Public Notice

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

## Attachments

1. Site Plan
2. Innovative Residential Inc. Evergreen Project Locations Map
3. Renderings Town Square Terrace

## Report Approval

Written by: Keith Folkersen, Planner, Planning and Development  
Reviewed by: Alan Wallace, Director of Planning and Development  
Approved by: Randy Grauer, General Manager, Community Services

# SITE PLAN



# INNOVATIVE RESIDENTIAL INC. EVERGREEN PROJECT LOCATIONS MAP



Town Square Villas was Innovative Residential's 2013 stacked townhouse development. The 48 unit entry-level and affordable housing development was extremely successful and sold out in less than 8 months.



Parkside Townhomes is Innovative Residential's next rental development.



**Town Square Terrace**  
in evergreen

Town Square Terrace is the subject of this business plan. This stacked townhouse development is ideally located near the Village Centre on Parcel BB. It is anticipated that the 38-unit development will be well received by buyers, given Innovative Residential's positive experience with Town Square Villas just last year.



## RENDERINGS TOWN SQUARE TERRACE









# **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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## **City Centre Plan – Implementation and Priority Strategy**

### **Recommendation of the Committee**

That the August 18, 2014 report of the General Manager, Community Services Department, be received as information.

### **History**

At the August 18, 2014 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services was considered regarding the above matter.

### **Attachment**

Report of General Manager, Community Services [Files CK. 4130-1 and PL. 4130-22].

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## City Centre Plan – Implementation and Priority Strategy

### Recommendation

That the report of the General Manager, Community Services Department, dated August 18, 2014, be forwarded to City Council for information.

### Topic and Purpose

The purpose of this report is to present the proposed Implementation and Priority Strategy (Strategy) for the City Centre Plan.

### Report Highlights

1. The Administration, in conjunction with the City Centre Plan Steering Committee, has developed a Strategy for the City Centre Plan.
2. There are some noteworthy projects that will be central to successfully implementing the City Centre Plan.
3. The Administration anticipates that the City Centre Plan recommendations will be fully implemented over a time-frame of 20 to 25 years.

### Strategic Goal

This initiative supports the City of Saskatoon's (City) Strategic Goal of Sustainable Growth by establishing the City Centre as a cultural and entertainment hub for the region with employment, corporate offices, and store-front retail.

### Background

At its December 16, 2013 meeting, City Council endorsed the new City Centre Plan. The Administration indicated that a report would be forwarded to City Council outlining an Implementation Plan for the remaining strategies identified in the City Centre Plan.

An Immediate Implementation Report was presented to City Council on January 20, 2014. Bylaw amendments related to building heights in the Downtown were approved by City Council on April 14, 2014, and additional items related to the Immediate Implementation Report have been presented to City Council throughout spring 2014.

### Report

#### Development of the Strategy

An Implementation Plan was included as part of the City Centre Plan. The Implementation Plan was organized into Near-, Mid-, and Long-Term projects, and the

City Centre Plan was envisioned to be implemented over a 15-year period. With this Implementation Plan as a starting point, the Administration has taken the following steps to develop the comprehensive Strategy (see Attachment 1):

- a) prepared an “Immediate Implementation” category, in addition to the Near-, Mid-, and Long-Term categories;
- b) added additional projects that were identified by the Administration and the City Centre Plan Steering Committee;
- c) prioritized the projects; and
- d) circulated the draft Strategy to the City Centre Plan Steering Committee.

A final City Centre Plan Steering Committee meeting was held on April 14, 2014, to review the proposed Strategy, and it was adjusted based on the input from the members. The proposed Strategy is put forward with the support of the City Centre Plan Steering Committee.

It should be noted that although this was the final meeting of the City Centre Plan Steering Committee, the members agreed to provide input and support to the Administration during the implementation of the City Centre Plan.

#### Noteworthy Projects

Although the Strategy details a significant number of actions, there are some noteworthy projects that will be central to successfully implementing the City Centre Plan:

- a) develop a marketing strategy to highlight all projects initiated under the City Centre Plan, including branding and ongoing project development signage;
- b) identify and begin work on a catalyst project, possibly the 21<sup>st</sup> Street Plaza;
- c) commission and complete a comprehensive Downtown Parking Strategy;
- d) redesign and construct a new Idylwyld Drive;
- e) design and implement dedicated bikeways;
- f) construct pedestrian improvements throughout the City Centre; and
- g) recruit a grocery store operator to Downtown and/or North Downtown area.

#### Implementation Schedule

Although the City Centre Plan suggested a 15-year time frame, the Administration has added a number of projects and taken into account the core area impacts expected from the Growing Forward Project. Therefore, the Administration anticipates that the recommendations of the City Centre Plan will be fully built out over a time-frame of 20 to 25 years. The Administration anticipates the Immediate Implementation items will be completed by mid-2014, at which point, work will begin on the Near-Term projects.

Some Long-Term projects are large-scale initiatives that will require significant capital funding. Availability of funding will affect the overall timing and priority of these large-scale items. However, it is important to include such projects to ensure decisions in the short term do not affect the opportunity to provide for these large-scale developments in the long term.

The goal of the City Centre Plan is to create a City Centre that will continue to be viable, sustainable, and meet the needs of the community as the city grows to a population of 500,000. Implementation will involve policy adjustments in the short-term, and large-scale construction projects over the long term. The timing of some projects may be adjusted due to resources, opportunities, and changes in transportation or development trends. The proposed Strategy represents the best approach as seen today.

If approved by City Council, the Administration will move forward with this implementation schedule, but will make any necessary adjustments to achieve the goal of creating the City Centre that the community expects.

### **Options to the Recommendation**

The option exists for City Council to request amendments to the Strategy.

### **Public and/or Stakeholder Involvement**

The proposed Strategy was guided by the City Centre Plan Steering Committee.

### **Communication Plan**

Any amendments to Official Community Plan No. 8769 and Zoning Bylaw No. 8770 will be advertised in accordance with Public Notice Policy No. C01-021. The core Business Improvement Districts will be kept apprised of ongoing efforts through the Urban Design Committee.

The Strategy recommends the creation of a marketing strategy in the near term in order to highlight all projects initiated under the City Centre Plan. This strategy will also help ensure that the goals of the City Centre Plan continue to be communicated publicly over the long term.

### **Policy Implications**

The implementation of the projects identified in this report will require amendments to Official Community Plan Bylaw No. 8769, Zoning Bylaw No. 8770, and potentially other municipal bylaws and City Council policies in the future.

## **Financial Implications**

There are no immediate financial implications as a result of this report. However, the implementation of the projects identified in this report will require streetscape projects funded by the Urban Design – Business Improvement District Program, as well as potential capital projects. Anticipated near-term funding requests include RCE funding for the design and construction of the Civic Plaza (2015 to 2017), as well as funding from the Transportation and Utilities – Parking Reserve for a Public Parking Structure (2017).

## **Other Considerations/Implications**

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

## **Due Date for Follow-up and/or Project Completion**

There are no scheduled follow-up reports.

## **Public Notice**

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

## **Attachment**

1. City Centre Plan - Implementation and Priority Strategy

## **Report Approval**

Written by: Paul Whitenect, Senior Planner, Neighbourhood Planning  
Reviewed by: Alan Wallace, Director of Planning and Development  
Approved by: Randy Grauer, General Manager, Community Services

## **City Centre Plan - Implementation and Priority Strategy**

The City Centre Plan will be implemented over the next 20 to 25 years. The “Implementation and Priority Strategy” (Strategy) below has been developed using the Implementation Strategy presented in the City Centre Plan as the starting point. Additional action items have been added, and the Strategy has been reorganized by priority. The “Strategy” will guide the City Centre Plan’s implementation through to completion.

### **IMMEDIATE PROJECTS (1 TO 6 MONTHS)**

1. Amend Sidewalk Cafe Guidelines and Use of Sidewalks – Vending Policy No. C09-013 to support seasonal parking area conversions (Parking Patios). *Completed Spring 2014.*
2. Develop and adopt Zoning Bonus for buildings over 76 metres in height in B6 Zoning District. *Approved April 14, 2014.*
3. Amend the Vacant Lot and Adaptive Reuse Policy to provide for Office and Structured Parking incentives. *Approved June 23, 2014.*
4. Amend Zoning Bylaw No. 8770 to make commercial surface parking lots a Discretionary Use in the B6 Zoning District. *Expected October 2014.*
5. Prepare and adopt Design Guidelines. *Expected September 2014.*

### **NEAR-TERM PROJECTS (1 TO 5 YEARS)**

1. Marketing strategy to highlight all projects initiated under the City Centre Plan, including branding and ongoing project development signage.
2. Identify and begin work on a catalyst project; possibly the 21<sup>st</sup> Street Plaza.
3. One-stop permitting and licensing process for major developments in City Centre.
4. Downtown Parking Strategy to be commissioned and completed.
5. Examine strategies to encourage the development of existing surface parking lots, and improve their screening/landscaping in the interim.
6. Examine a strategy to develop the vacant lot at 21<sup>st</sup> Street and Spadina Crescent (across from Bessborough Hotel).
7. Identify “Areas of Heritage Interest.”
8. Examine opportunities to expand Heritage Registry. *In progress.*
9. Review of Building Bylaw for heritage needs and sustainable design needs.
10. Examine M4 Zoning District for potential inclusion of retail opportunities, including restaurants with outdoor patios.
11. Complete design drawings for Idylwyld Drive.
12. Identify and begin work on a catalyst project on 20<sup>th</sup> Street in Riversdale Business Improvement District (BID).
13. Design pedestrian improvements to 21<sup>st</sup> Street, including upgraded crosswalks over the length of 21<sup>st</sup> Street from 1<sup>st</sup> Avenue to Spadina Crescent.
14. Design 21<sup>st</sup> Street linear park from Spadina Crescent to 4<sup>th</sup> Avenue (if not, the catalyst project identified in Step No. 2).
15. Civic Plaza Design Considerations: complete design drawings for improved landscape at Civic Plaza.

16. Design improvements to 23<sup>rd</sup> Street, including initial phase of linear park at 23<sup>rd</sup> Street and Spadina Crescent.
17. Design plans for new entry to Meewasin Trail at 23<sup>rd</sup> Street.
18. Recruit grocery store operator to Downtown and/or North Downtown area.
19. Complete design drawings for 1<sup>st</sup> Avenue.
20. Detailed bike lane plan to be completed in accordance with information provided by the City Centre Plan.
21. Permanent installation of bikeways.
22. Completion of the Growing Forward Project and establishment of first phase of Rapid Transit Line as a Bus Only lane (Defer to Growing Forward Project).
23. Design and construction of bike lanes and bridge access ramps.
24. Implement seasonal alley conversions.
25. Develop a green network and rain garden master plan.

### **MID-TERM PROJECTS (5 TO 10 YEARS)**

1. Implement recommendations of the Downtown Parking Strategy.
2. Review Zoning pattern for West Downtown area.
3. Construct pedestrian improvements to 21<sup>st</sup> Street, including upgraded crosswalks over the length of 21<sup>st</sup> Street from 1<sup>st</sup> Avenue to Spadina Crescent.
4. Construct 21<sup>st</sup> Street linear park (from Spadina Crescent to 4<sup>th</sup> Avenue) (if not the catalyst project).
5. Installation of initial phase of street improvements at 19<sup>th</sup> and 20<sup>th</sup> Streets, portions of 23<sup>rd</sup> and 26<sup>th</sup> Streets, portions of 3<sup>rd</sup> and 4<sup>th</sup> Avenues, and Spadina Crescent (see pages 28 to 54 of the City Centre Plan).
6. Reconstruction of Idylwyld Drive.
7. Reconstruction of 1<sup>st</sup> Avenue.
8. Full implementation of College Drive, Broadway, and 20<sup>th</sup> Street improvements.
9. Implementation of City Centre wide Public Art Walk.
10. Conversion of street lights to LED and task-oriented lighting, where appropriate.
11. Installation of rain gardens, where appropriate.
12. Develop an enhanced snow management system, including consideration for heated sidewalks.
13. Update Public Spaces, Activity and Urban Form Strategic Framework Plan to track the impact of the City Centre Plan initiatives.

### **LONG-TERM PROJECTS (10+ YEARS)**

1. Installation of final phase of all identified pedestrian priority streets.
2. Implementation of City Hall Square and Civic Plaza.
3. Foster long-term construction of mixed-use development in the area between Idylwyld Drive and 1<sup>st</sup> Avenue (West Downtown Project).
4. Final construction of street improvements at 19<sup>th</sup> and 20<sup>th</sup> Streets, western portion of 23<sup>rd</sup> and 26<sup>th</sup> Streets, portions of 3<sup>rd</sup> and 4<sup>th</sup> Avenues, and Spadina Crescent.
5. Bridge Construction Projects.





# **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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## **Affordable Housing Policy Options**

### **Recommendation of the Committee**

That the August 18, 2014 report of the General Manager, Community Services Department, be received as information.

### **History**

At the August 18, 2014 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services was considered regarding the above matter.

### **Attachment**

Report of General Manager, Community Services [Files CK. 750-4 and PL.951-129].

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## Affordable Housing Policy Options

### Recommendation

that the report of the General Manager, Community Services Department, dated August 18, 2014, be forwarded to City Council for information.

### Topic and Purpose

The purpose of this report is to present information on the role of private developers in making land available for attainable housing projects in new neighbourhoods.

### Report Highlights

1. The Administration has discussed policy options with the Developer's Liaison Committee (DLC) to ensure that attainable housing is built in all new neighbourhoods.
2. Financial incentives have been approved to offset the higher cost of land in new neighbourhoods for affordable rental housing.
3. The Administration has discussed the potential for land predesignation with private developers.
4. In recent new neighbourhoods, private developers have made sites available for half of the attainable housing projects that have been approved.
5. A Memorandum of Understanding (MOU) is proposed to plan for the provision of attainable housing in all new neighbourhoods.

### Strategic Goal

This report supports the City of Saskatoon's (City) long-term Strategic Goal of Quality of Life by increasing the supply and range of affordable housing options.

### Background

Official Community Plan Bylaw No. 8769 states:

"The development of private and publicly owned residential lands shall provide a mix of housing types and forms reflective of the City's population profile, recognizing that this mix will vary somewhat by neighbourhood. The attainment of this policy guideline will be considered in the review of neighbourhood concept plans, and the ongoing evaluation of applications for subdivision, rezoning, and discretionary use."

The Administration has had ongoing discussions with the DLC to explore policy options and to explore options towards providing a more equitable distribution of affordable (attainable) housing throughout all of Saskatoon's new neighbourhoods (see Attachment 1). This report summarizes those discussions.

## **Report**

### Discussions with the DLC

On April 21, 2011, a meeting was held with the DLC to discuss several policy options for an equitable distribution of attainable housing (see Attachment 1). The members of the DLC were generally supportive of the City's goal and willing to do their part in ensuring that affordable housing be located in all new neighbourhoods. The developers were willing to discuss various options and incentives to see more affordable housing built in new neighbourhoods. A voluntary approach was the preference of committee members, as opposed to a regulatory approach, such as Inclusionary Zoning.

DLC members felt that affordable housing was not being built in new neighbourhoods, mainly due to the high cost of land compared to vacant sites in existing neighbourhoods where affordable housing projects were traditionally being built. The developers suggested that the City consider higher incentives (subsidies) for affordable housing projects located in new neighbourhoods.

A number of questions were raised at the meeting about the City's affordable housing programs, including available incentives, participant income ranges, and home price points to be considered affordable. As a next step, the Administration has made presentations to local home builders on a number of occasions. As a result, many new builders have partnered with the City in the provision of attainable housing since 2011.

### Financial Incentives Are Now Available to Offset the High Cost of Land

The feedback from the DLC was included as part of wider consultations with stakeholders in 2012 and 2013 that resulted in the creation of the Land Cost Differential Incentive in 2013. This incentive was approved by City Council on June 24, 2013, and provides an additional grant of up to 5% for affordable rental housing that is located in areas that lack affordable rental housing and have high land costs. This incentive is a tool that will allow housing providers to consider sites in higher priced locations.

### The Administration Proposes Land Predesignation to Developers

In 2012 the Administration met with Dundee Developments (now Dream Developments) and Boychuk Construction, to discuss three policy options which include land predesignation, land swaps, and voluntary land predesignation by private developers for the purpose of affordable housing development. The Administration indicated that the City could administer a land predesignation program on behalf of private developers that wished to use this tool.

Boychuk Construction and Dream Developments indicated that private developers are agreeable to making sites available for attainable housing and are already doing so. However, most private developers would prefer to sell sites directly to builders with

whom they have a working relationship rather than predesignating and selling sites through a Request for Proposals (RFP) process as the City does.

#### Private Developers Are Supporting Attainable Housing Development

The table in Attachment 2 shows that the private developers, along with Saskatoon Land, are making the needed sites available for attainable housing. A total of 20 sites have been committed to date in new neighbourhoods to meet the City's housing targets for 2013, 2014, and 2015. Private developers have made ten sites available and Saskatoon Land has also made ten sites available, which is an appropriate ratio given that each sector develops about half of the available sites each year.

The table shows that more work needs to be done in the distribution of types of housing in each neighbourhood to meet the vision of the Official Community Plan. For instance, Rosewood only has entry-level projects and there is still a lack of affordable rental housing in all new neighbourhoods.

#### Proposed MOU

With the support of Dream Developments and Boychuk Construction, the Administration proposed the establishment of a MOU to the DLC on June 24, 2013, and November 15, 2013. The purpose of the MOU is to create a collaborative partnership between the City and interested developers with the purpose of ensuring that sufficient sites are available in new neighbourhoods for attainable housing. Those present at the meeting agreed, in principle, to the establishment of an MOU.

The Administration is currently working with interested developers in drafting the MOU for formal signing in the fall of 2014. The MOU will require an annual planning meeting to discuss what sites will be available to meet the targets of the City's Housing Business Plan in the next two years. Additionally, the MOU will provide a forum to discuss planning issues that may inhibit the availability of suitable sites for attainable housing, such as inappropriate zoning or a lack of multi-unit sites in the neighbourhood concept plan.

#### **Options to the Recommendation**

City Council could direct the Administration to do further work on the policy options.

#### **Public and/or Stakeholder Involvement**

The Administration consulted with private developers through informal meetings and through the DLC.

#### **Communication Plan**

A media release will be developed when the MOU is ready to be signed.

#### **Other Considerations/Implications**

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

### **Due Date for Follow-up and/or Project Completion**

A further report will be submitted to City Council by the end of 2014 requesting that the City formally consider a MOU with private developers.

### **Public Notice**

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

### **Attachments**

1. Policy Options
2. Attainable Housing Sites by Neighbourhood for Development from 2013 to 2015

### **Report Approval**

Written by: Daryl Sexsmith, Housing Analyst, Planning and Development

Reviewed by: Alan Wallace, Director of Planning and Development

Approved by: Randy Grauer, General Manager, Community Services Department

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## Policy Options

The Administration has had ongoing discussions with the Developer's Liaison Committee (DLC) regarding the following policy options:

1. Financial Incentives: There are ways to entice affordable housing into an area by offering financial assistance. Financial incentives are currently offered across the city. Funding assistance could be used to entice future affordable housing proposals towards certain neighbourhoods or conversely, away from certain neighbourhoods.
2. Zoning Bonuses: The City of Saskatoon (City) is examining the potential to implement zoning bonuses for affordable housing. In short, the City could offer a density bonus in exchange for affordable housing units, or the developer could provide money in lieu of housing units. This option is being explored as a part of the second phase of the Official Community Plan Bylaw No. 8769 and Zoning Bylaw No. 8770 review. For example, Zoning Bylaw No. 8770 already offers a density bonus for a multi-unit residential development, which includes accessible dwelling units. A similar bonus could be offered for affordable housing units. The bonus is normally additional floor area.
3. Mandatory Inclusionary Zoning/Housing: This approach is regulatory and requires private land developers/builders to build a set amount of affordable housing units within new neighbourhoods. It prescribes a price point for housing that is not currently offered in a new neighbourhood. Generally, this is not favoured by developers who are mainly concerned with the effect on marketability of adjacent developments. Municipalities in Saskatchewan currently do not have the legislative authority to adopt mandatory quotas or set price points for dwellings in new developments. The City has developed a response to the Statement of Provincial Interest from the Province of Saskatchewan and has requested the legislative amendments necessary to give municipalities the option of using mandatory zoning regulations. It should be noted that inclusionary zoning was also recommended by the 2008 Pringle Merriman Task Force Report on Affordable Housing as a necessary tool for municipalities. (For example, the City of Langford, BC, requires that 10% of the homes in any subdivision over ten units are to be sold as affordable homes for \$160,000).
4. Land Predesignation: The City is an important land developer. Land predesignation for rental and entry-level housing is currently being done in City-owned subdivisions. Land is also available for non-profit providers through a direct sale policy. There are no similar predesignated sites within the privately developed neighbourhoods.

5. Land Swap: The City has the resources to initiate a land swap with private developers to set aside land for affordable housing within privately developed neighbourhoods. Land swaps have occurred in the past, but none have been for affordable housing.
6. Land Cost Equalization: Due to varying levels of market demand throughout the city, different land values have emerged between neighbourhoods. The City could equalize the land costs such that any City-owned site designated for affordable housing would cost the same, regardless of its location within the city. Such an approach would require a subsidy on higher value land to account for the reduction in market price.
7. Voluntary Land Designation by Private Developers: Today's new neighbourhoods are much larger than neighbourhoods built in the past. They contain anywhere from 9,000 to 12,000 people each and take many years to build out. If there is no land set aside for affordable housing within the new neighbourhoods, it is likely that they will never contain affordable housing and concentrations of affordable housing will increase. The new neighbourhoods are large enough to easily pre-designate land well in advance of construction. Using Stonebridge as an example, the pre-designation of only three acres (75 units) of land would yield enough affordable dwelling units to help the City meet its affordable housing target. This represents only 2% of the total number of units in the Stonebridge neighbourhood (the Community Services Department is not aware of any examples of voluntary land pre-designation by a private developer).

Neighbourhood	Number of Sites Made Available By City's Land Predesignation Program	Number of Sites Purchased through City's Open Tender Process	Number of Sites Made Available By Private Developers	Mixed Ownership Sites (Affordable and Entry Level Units)	Entry Level Ownership Sites	Purpose Built Rental Sites	Mixed Rental Sites (Affordable and Purpose Built)	Total Sites Per Neighbourhood
<b>Blairmore S.C.</b>	0	3	0	2	0	0	1	<b>3</b>
<b>Hampton Village</b>	0	1	1	1	1	0	0	<b>2</b>
<b>Kensington</b>	0	0	2	2	0	0	0	<b>2</b>
<b>Evergreen</b>	2	4	0	3	1	2	0	<b>6</b>
<b>Rosewood</b>	0	0	2	0	2	0	0	<b>2</b>
<b>Stonebridge</b>	0	0	5	1	2	2	0	<b>5</b>
<b>Totals</b>	<b>2</b>	<b>8</b>	<b>10</b>	<b>9</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>20</b>





## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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### **Developer Funded Affordable Housing Tax Sponsorship Program – Innovative Residential Inc.**

#### **Recommendation of the Committee**

That the August 18, 2014 report of the General Manager, Community Services Department, be received as information and forwarded to the Saskatoon Regional Economic Development Authority.

#### **History**

At the August 18, 2014 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services was considered regarding the above matter.

#### **Attachment**

Report of the General Manager, Community Services [Files CK. 750-4; PL. 951-116/117].

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## **Developer Funded Affordable Housing Tax Sponsorship Program – Innovative Residential Inc.**

### **Recommendation**

That the report of the General Manager, Community Services Department, dated August 18, 2014, be forwarded to City Council for information.

### **Topic and Purpose**

The purpose of this report is to present City Council with information on the economics of modular home building and why a modular home building factory may not fit with Saskatoon's competitive strengths.

### **Report Highlights**

1. Modular construction plays a key role in achieving the City of Saskatoon's (City) housing targets.
2. The economics of modular factories require affordable labour, inexpensive land, and economies of scale.
3. Saskatoon's strong economy would present challenges for a modular factory.
4. Local high schools are using modular building to construct affordable housing while training a future work force.
5. The Administration is not recommending incentives for the establishment of a modular home building factory in Saskatoon.

### **Strategic Goal**

This report supports the City's long-term Strategic Goal of Economic Diversity and Prosperity by creating a business-friendly environment where the economy is diverse and builds on our city and region's competitive strengths.

### **Background**

On November 4, 2013, City Council approved a resolution, in part,

“that the Administration be requested to report on potential ways the City could play a role in furthering the development of the modular home industry in the city”.

## **Report**

### Modular Construction is Playing Key Role in Achieving Saskatoon's Housing Targets

Since 2010, City Council has designated 305 modular-built housing units under the Mortgage Flexibilities Support Program and approved financial incentives for 120 modular-built rental units. An additional 237 entry-level modular-built housing units have also been located in Saskatoon since 2010. These 662 units represent approximately 25% of all housing units built under the City's Housing Business Plan.

Modular-built homes are mass produced in modules and trucked to local building sites where they are placed on foundations, and final construction is completed. Unlike RTM (Ready to Move) homes, which are completely finished before transporting, modular homes typically require some exterior finishing work to be completed on site, such as roofing and siding. Most modular projects are townhouse or apartment style. Adjacent units are attached to one another to create seamless, attractive, and energy-efficient multi-unit buildings.

The modular factories currently being used by Saskatoon homebuilders are located in Alberta and Manitoba. Each modular home is transported to Saskatoon by truck, covering a distance of 600 to 800 kilometres, at a cost of approximately \$5,000 to transport each unit.

### The Economics of Modular Construction

The Administration consulted with Innovative Residential Inc. and the Saskatoon and Region Homebuilders Association in researching the economics behind modular construction to determine if the City should be encouraging the development of a modular housing factory in Saskatoon.

Modular home building is not a new practice and has been used for decades in situations where the cost of labour is high in the location where the homes are needed. Typically, modular construction has been used extensively in northern and rural areas, where it is expensive or not practical to bring in skilled labour. In such locations, the cost of transporting the homes is less expensive than bringing in the workers to build the homes on-site.

Modular building makes economic sense when the cost of transporting the modular homes can be offset by lower labour costs where the homebuilding factory is located.

In addition to a stable and affordable work force, a modular home building factory requires two economic conditions if it is to operate efficiently. The first is that it must have consistent orders and be able to operate with economies of scale achieved through building hundreds of units annually. Secondly, a modular factory must have access to a large amount of inexpensive land from which to operate.

## **Developer Funded Affordable Housing Tax Sponsorship Program – Innovative Residential Inc.**

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### Saskatoon's Strong Economy Would Present Challenges for a Modular Factory

Saskatoon is currently enjoying a strong economy that has created a shortage of skilled workers and above-average labour costs. Statistics Canada reports that Saskatoon currently has one of the highest Construction Price Indexes in the nation, due mostly to the high cost of skilled labour and trades people. High labour costs would be an impediment to a modular home building factory that would need to compete against other employers to retain a skilled work force.

The price of land is also currently high in Saskatoon with large industrial sites, suitable for a modular home building factory, typically selling for \$500,000 or more per acre. Saskatoon Land will have some large industrial sites available later this year and anticipates strong demand for these sites with the prices being bid upwards.

The high costs of skilled labour and industrial land are most likely the reasons that a modular home building factory has not been permanently located in Saskatoon. There have been some attempts to start up modular factories in Saskatoon, but these ventures have not proven to be economically viable.

### Small Scale Modular Home Building is Being Used as a Training Tool in Schools

The Prairie Spirit School Division No. 206 has started a modular home building program at the Walter W. Brown High School in the town of Langham. Under this program, students are building four modular homes for Habitat for Humanity Saskatoon that will be transported to Saskatoon later in 2014.

The high school students are gaining valuable training and work experience on this project that also supports low-income families in Saskatoon. This modular building project is feasible because there are no labour or land costs, with construction taking place on the school grounds. The resulting savings benefit Habitat for Humanity Saskatoon. The Prairie Spirit School Division No. 206 hopes to expand this program to additional schools in the future. The City indirectly supports this project through a grant to Habitat for Humanity Saskatoon.

### Possible Incentives to Attract a Modular Building Factory to Saskatoon

City Council has asked the Administration to report on potential ways the City could support the development of a local modular building factory. The economics of modular building described above would suggest that incentives would need to be applied to influence the labour supply, the cost of industrial land, or the economies of scale.

- 1) Increasing the Labour Supply: The City has limited tools to influence the supply of skilled labour within its boundaries. For the duration that Saskatoon's economy is strong, skilled labour will be in demand. The labour force is typically expanded by either immigration or training, which are primarily the responsibilities of other levels of government. However, it is worth noting that the City's support of Habitat for Humanity Saskatoon

## **Developer Funded Affordable Housing Tax Sponsorship Program – Innovative Residential Inc.**

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and its partnerships with local schools is expanding the skilled labour force.

- 2) Reducing the Cost of Industrial Land: The City could choose to sell industrial land for a modular home building factory at a reduced cost. This is not recommended by the Administration and would be contrary to Sale of Serviced City-Owned Lands Policy No. C09-033, which specifies that land be sold for fair market value.
- 3) Ensuring Economies of Scale: The City could require builders receiving grants for affordable housing to buy local and ensure that a local modular building factory had sufficient contracts to achieve the necessary economies of scale. This is not recommended by the Administration and would be contrary to the intent of Purchase of Goods, Services and Work Policy No. C02-030, which requires a competitive bidding process.

### **Options to the Recommendation**

City Council could request the Administration to further investigate the economics of a modular building factory, including meetings with the out-of-province modular builders and investigating the environmental impacts of locating a modular building factory in Saskatoon.

### **Public and/or Stakeholder Involvement**

The Administration consulted with Innovative Residential Inc. and the Saskatoon Region Homebuilders Association in preparing this report.

### **Environmental Implications**

The environmental implications of trucking modular-built housing to Saskatoon and of having a local modular home building factory have not been investigated.

### **Other Considerations/Implications**

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

### **Due Date for Follow-up and/or Project Completion**

No follow up is required.

### **Public Notice**

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

**Developer Funded Affordable Housing Tax Sponsorship Program – Innovative Residential Inc.**

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**Report Approval**

Written by: Daryl Sexsmith, Housing Analyst, Planning and Development  
Reviewed by: Alan Wallace, Director of Planning and Development  
Approved by: Randy Grauer, General Manager, Community Services

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## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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### **Pleasant Hill Village – Status and Funding Update**

#### **Recommendation of the Committee**

1. That the status update on the Pleasant Hill Village Revitalization Project be received;
2. That \$500,000 in remaining funding from the Pleasant Hill Village project be reallocated to the Affordable Housing Reserve, to be used for initiatives identified in the August 18, 2014 report of the General Manager, Community Services Department;
3. That \$250,000 in funding from the Pleasant Hill Village Project be reallocated to the Community Services Department Capital Reserve; and
4. That the remaining funding in the Pleasant Hill Village Project be held as a contingency fund until the project is completed, and that the Administration be requested to report back at that time.

#### **History**

At the August 18, 2014 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services was considered regarding the above matter. Ms. Sheri Benson, Chief Executive Officer, United Way, Saskatoon and Area, and Plan to End Homelessness Leadership Committee representative, addressed the Committee to express appreciation for the City's support of the Housing First Program and to highlight the positive impact of the program.

#### **Attachment**

Report of General Manager, Community Services [Files CK. 4131-31 and PL 951-22].

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## Pleasant Hill Village – Status and Funding Update

### **Recommendation**

that a copy of this report be submitted to City Council recommending:

1. that the status update on the Pleasant Hill Village Revitalization Project be received;
2. that \$500,000 in remaining funding from the Pleasant Hill Village project be reallocated to the Affordable Housing Reserve, to be used for initiatives identified in this report;
3. that \$250,000 in funding from the Pleasant Hill Village Project be reallocated to the Community Services Department Capital Reserve; and
4. that the remaining funding in the Pleasant Hill Village Project be held as a contingency fund until the project is completed, at which time the Administration will report back.

### **Topic and Purpose**

The purpose of this report is to provide a status update on the implementation of the Pleasant Hill Village Enhanced Concept Plan (Concept Plan) (see Attachment 1) and to recommend the reallocation of the remaining funding that is in excess of the project's needs.

### **Report Highlights**

1. In 2013, a number of infrastructure components were completed, including road construction, and construction of Phase 2 Grace Adam Park began.
2. Projects underway in 2014 include the preparation for the release of the last three development sites, continued park construction, as well as the design and construction of the neighbourhood entrance sign.
3. In 2015, the remaining project elements to be addressed include the laneway paving behind Parkview Green and the development of an Interpretive Trail in Grace Adam Park. The year 2015 will also see the completion of the Request for Proposal (RFP) process for the last three sites.
4. The Administration has determined that the project budget will have surplus funds of approximately \$880,000 upon completion; therefore, the reallocation of these funds is being recommended at this time.



## **Strategic Goal**

This report supports the City of Saskatoon's (City) Strategic Goal of Quality of Life by directing project expenditures towards amenities in an established neighbourhood to enhance and protect property values and encourage private investment.

## **Background**

The Pleasant Hill Project commenced in the fall of 2006. One of the fundamental objectives of the Pleasant Hill Project was to offer home ownership opportunities in a neighbourhood where rental occupancy rates were high. Pleasant Hill Village is intended to attract families who want to live in a new home, in a community with a new school and wellness centre, daycare, and surrounded by new, attractive park space, tot lot, soccer fields, and a new seniors' residence.

To date, three of the development sites have been completed with new housing, including the Columbian Place seniors' housing and townhouses at Parkview Green and Pleasant Hill Solar Village. Additionally, the new St. Mary's Education and Wellness Centre has replaced St. Mary's School and includes a fitness facility and health care offices. Many other actions have occurred over the course of the project, which are outlined in the project timeline (see Attachment 2).

## **Report**

### Project Elements Completed in 2013

The City's role in the Pleasant Hill Project is nearing completion. In 2013, infrastructure work included the construction of the cul-de-sacs and associated utility moves at Columbian Place and 19<sup>th</sup> Street West. The formal exchange of Municipal Reserve from the old St. Mary's School site to the new park space was completed in December 2013.

In 2013, the Administration received approval to proceed with a proposed Rent-to-Own Program to sell the remaining units in Parkview Green and Pleasant Hill Solar Village. Interest in the remaining units increased in the fall and all remaining units were sold as of March 2014. The Rent-to-Own Program was never put into operation as all units sold with traditional mortgages and the 9.99% sales incentive grant.

### Current Project Elements

Current initiatives underway in 2014 include the following:

#### Park Development

Construction of Phase 2 of Grace Adam Park, which began in 2013 and will be completed in 2014. The park includes playground facilities, walkways, sportsfields, skateboarding rail and box, basketball court, a community garden, and significant planting of trees and shrubs. The sportsfields will remain fenced-off to protect newly-installed turf and will be open for use in the spring of 2015.

### Land Use and Zoning

Land use and zoning changes are also in process to ensure that the next development sites can accommodate the envisioned development. The report on these changes will be considered at a public hearing on August 21, 2014.

### Neighbourhood Entrance Sign

In consultation with the Pleasant Hill Community Association, a neighbourhood entrance sign has been designed. This sign will be installed, as per the Concept Plan, in the park to the east of Avenue P, south of Parcel F. An additional neighbourhood information sign is also planned for placement on 20<sup>th</sup> Street West, near Avenue P. This sign was initiated by the Pleasant Hill Community Association and will be funded by the Local Area Planning and the Neighbourhood Safety Implementation Capital Project, as it addresses an outstanding safety recommendation.

### Pedestrian-Activated Crosswalks

A pedestrian-activated crosswalk on Avenue P has been in place for a number of years. As part of the Concept Plan, this crosswalk was to be moved south of its existing location, so that pedestrians crossing would be able to access 19<sup>th</sup> Street West. Upon further review, Transportation and Utilities has concluded the appropriate location would be in line with 19<sup>th</sup> Street West as it extends to the west, which would bring pedestrians into the green linkage of the park on the east side of Avenue P.

In early 2014, concerns were raised by members of the St. Mary's School Community Council about appropriate pedestrian crossings of 20<sup>th</sup> Street West, particularly at Avenue N. Transportation and Utilities met with community members in May 2014 to discuss pedestrian safety measures along this corridor. A report on this is expected to be brought forward in September.

### Remaining Project Elements to Be Completed

The lane behind Parkview Green will be paved in 2015. The other remaining element is the creation and installation of an Interpretative Trail along the pathways in Grace Adam Park, which will also occur in 2015.

### Expression of Interest and Request for Proposal

The remaining three residential development sites need to be released (Parcels A, C, and F). This will occur via an Expression of Interest (EOI) and Request for Proposal (RFP) process. The EOI has been released and contains a general indication of the project's intent. The EOI is not a requirement but responses will be used to help formulate the RFP document and gauge interest in the project. The Administration will bring forward the RFP to Committee and City Council for approval prior to issuance.

### Plan to Allocate Surplus Funds

Funds remaining in the Pleasant Hill Village project amount to \$1,448,200. The Administration anticipates the following costs to complete all elements of the Concept Plan:

- a) \$215,000 in infrastructure related costs;
- b) \$188,800 for remaining park construction costs; and
- c) \$164,400 for project management and all site related preparations costs.

Approximately \$880,000 in surplus funds are available, which are not necessary to complete the outstanding elements. The Administration is recommending that these funds be reallocated. The following projects have been identified as appropriate to receive these reallocated funds:

1. Plan to End Homelessness - \$250,000. To repay the Affordable Housing Reserve for the first phase of funding (\$125,000 - 2014) and \$125,000 for the second phase of funding (2015) to the Plan to End Homelessness Task Force.
2. Affordable Housing Reserve - \$250,000. Funding for up to ten large family units to be made available under the Mortgage Flexibilities Support Program.
3. Pleasant Hill Spray Pad Replacement - \$250,000. Total estimated cost for the project is \$620,000, with the remainder of the funds allocated from the Dedicated Lands Account.
4. Approximately \$130,000 is recommended to remain until the project is completed. At such time, the Administration will bring forward options for any remaining funds.

### **Options to the Recommendation**

City Council has the option to redirect these funds to other projects. The Administration is not recommending this option as it would result in delays to the identified projects.

### **Public and/or Stakeholder Involvement**

Each stage of this project has involved an array of stakeholders and public members as required and feasible at each stage.

A Community Review Panel (Panel) has been established to guide the development of the EOI, RFP, and review process for the remaining development parcels, including adjudication of the submissions received. The Panel consists of members of the Pleasant Hill Community Association, residents from Parkview Green, a parent from the St. Mary's School Community Council, a local building designer and a representative of the SIAST Women in Trades Program/YWCA. Members of the Panel have been asked to communicate with their respective groups as the process moves forward.

## **Communication Plan**

A communication plan is not required at this time. However, the Administration will prepare a communication plan in preparation for the remaining elements of this project, leading to project completion in 2016.

## **Policy Implications**

Budget Process Policy No. C03-001 directs that under expenditures of capital funds be returned to their source. The primary funding source for the underspent portion of this project is allocations of dividends from the Neighbourhood Land Development Fund. City Council approval is required to direct funds to other reserves, as recommended in this report.

## **Other Considerations/Implications**

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

## **Due Date for Follow-up and/or Project Completion**

City Council will receive a report to request approval to issue the RFP for the development of the remaining sites (Parcels A, C, and F) in the fall of 2014.

## **Public Notice**

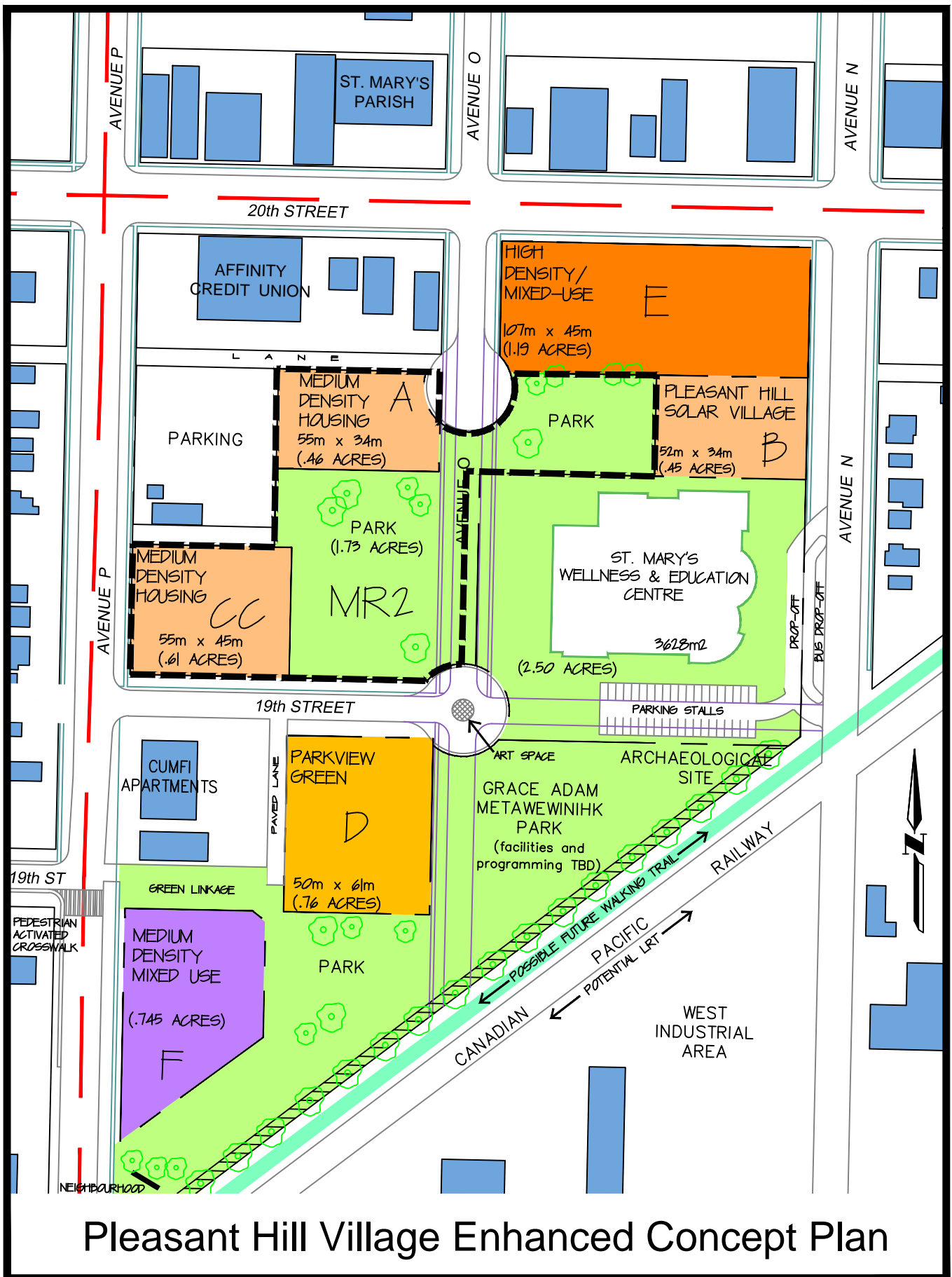
Public Notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

## **Attachments**

1. Pleasant Hill Village Enhanced Concept Plan
2. Pleasant Hill Village Project Timeline

## **Report Approval**

Written by: Lesley Anderson, Manager, Neighbourhood Planning  
Reviewed by: Alan Wallace, Director of Planning and Development  
Reviewed by: Randy Grauer, General Manager, Community Services Department  
Approved by: Randy Grauer, Acting City Manager



Pleasant Hill Village Enhanced Concept Plan

## **PLEASANT HILL VILLAGE PROJECT TIMELINE**

August 18, 2014

Below is a general list of steps identified in the Pleasant Hill Village and expected timing.

### **2006**

- |   |          |
|---|----------|
| 1. Urban Development Agreement (funding)    | August   |
| 2. Pleasant Hill Vision and Design Workshop | December |

### **2007**

- |  |                   |
|--|-------------------|
| 1. Sales Agreement with Private Owner Signed       | January           |
| 2. Environmental Screening                         | March/April       |
| 3. Concept Planning/CPTED Review                   | January - May     |
| 4. Feedback/Input                                  |                   |
| a. Catholic School Board                           | March             |
| b. City Administration                             | April             |
| c. Pleasant Hill CA Executive                      | April             |
| 5. Concept Plan Adjusted and Finalized             | May               |
| 6. Land Purchase (Phase 1)                         | May               |
| 7. Phase II Testing                                | May               |
| 8. Remediation (if required)                       | June – September  |
| 9. General Public Open House (POW WOW)             | June 15           |
| 10. Adoption of Concept Plan by Council            | June              |
| 11. Demolition (Phase 1)                           | July              |
| 12. Prepare and Issue Expression of Interest (EOI) | Aug 13            |
|  | Closed Sept.28/07 |
| 13. Four Expressions of Interest Received          | Sept. 28          |
| 14. Finalize Subdivision Plan (to approval stage)  | October           |
| 15. Estimate New Infrastructure Costs (IS)         | October           |
| 16. Purchase Phase 2 Private Properties            | October           |
| 17. Review EOIs (Committee)                        | October           |
| 18. Finalize Remediation Plan for Parcel A         | November          |
| 19. Council Extends EOI to January 31/08           | Nov. 19           |

### **2008**

- |  |         |
|--|---------|
| 1. No EOIs received by Jan. 31 deadline. | January |
|--|---------|

2. Tenders Issued for Remediation of Grace Adam	February
3. Presented Concept Plan to MHAC	February
4. Playground on Parcel A Dismantled	March
5. Subdivision of New Parcels B and D	March
6. Council Receives EOIs and Revises Strategy to Issue RFP for Parcels B/D	April 7
7. City Completes Purchase - 20 <sup>th</sup> Street Houses	April
8. Commence Rezoning of Parcels B and D	April
9. Remediation of Grace Adam Park	May
10. Homebuilders Submit Draft Proposal	May
11. Demolition of 1421 20th Street West.	May
12. School Announcement ****	May 13
13. Playground Reconstructed on Parcel A	June
14. Rezoning Hearing for Parcels B and D	July
15. Deadline for Detailed Proposals	Sept. 25
16. Report to City Council Recommending Builder	Oct. 14
17. Selection of ANHDF and Cenith by City Council	Nov. 17
18. ANHDF Consultation with P. Hill (Parcel D)	December

### 2009

1. Subdivision Request for New School Site	January
2. ANHDF Development Appeal	Feb. 9
3. Cenith Presents Parcel B to Committee	Feb. 12
4. Proposals for B and D Finalized	Feb. 27
5. KC Charities Presents Parcel E to Committee	Mar. 12
6. Sale Agreements Signed	April
7. Habitat Sale of 20 <sup>th</sup> Street Houses	April
8. Resolve Storm Water Issue	April
9. Remove Fencing around St Mary Staff Parking	May
10. Complete Subdivision of School Site	May
11. Executive Committee Adopts Report for School Site	May 11
12. Council Approves School Site Exchange	May 19
13. Community Consultation for New Park	May 20
14. 1405,1409, 1415, 20 <sup>th</sup> Vacated	May 31
15. School Board Approves Land Exchange	June 1
16. Community PowWow	June 12
17. Media Launch	June 16
18. Construction on Parcel D Commences	June
19. 1417 20 <sup>th</sup> Vacated	June 30

20. Installation of New Storm Sewer	July
21. Phase II Env. Site Investigation 20 <sup>th</sup> Street	July 2
22. Fencing of 20 <sup>th</sup> Street Housing	July 8
23. Demolition of Remaining 20 <sup>th</sup> Street Houses	July 16
24. Acquisition of Olfert Trucking	July 16
25. Acquisition of Grover House	Aug 17
26. City Council Increases Budget for Project	Aug 17
27. Pleasant Hill Reviews Enhanced Concept	Sept 10
28. Construction on Parcel B Commences	September
29. Park Space Consultation Completed	October
30. Re-route 19 <sup>th</sup> Street Powerline	October
31. Affidavit Provided for Feb. 1 <sup>st</sup> Expropriation	November
32. Council Approves Direct Sale of Parcel E	November
33. Vacant Possession of Grover House	November
34. Prepare Subdivision for Parcel E	November
35. Foundation for Parcel B Complete	Nov. 15
36. Council adopts Enhanced Concept	Nov. 30
37. Demolition of Grover House	December

### 2010

1. Rezoning ½ Lane for Parcel E	Feb 8
2. New Subdivision for Expanded Concept	March
3. Apply to Rezone Parcel F	April
4. City Acquires 1407 20th Street West	April 30
5. Remediation of Olfert Site	May
6. Phase 1 Walk Thru – 1407 20th Street West	May
7. Marketing of Units – Parcel B and D	May – October
8. Parkview Green (Parcel D) Launch	June 17
9. Demolition of 1407 20th Street West	June 29
10. Phase II ESA of 1407 20th Street West	July
11. Commence Construction of Park Space – Ph.1	July 5
12. Construct Curb and Sidewalk on Avenue P South	July
13. Burial of SLP Powerline Commences	July 5
14. Prepare/Sign Sale Agreement for Parcel E	July
15. Adjust Fencing for St. Mary Site and Parcel E	July
16. Remediate 1407 20th Street West	July
17. Lane Closure for Parcel E	August
18. Lane behind Parcel D Regraded	August
19. Construction on Parcel E Commences	September



- |   |           |
|---|-----------|
| 20. New St. Mary School Commences           | September |
| 21. Construction on Parcel D and B Complete | Sept 2    |

**2011**

- |                                 |      |
|---------------------------------|------|
| 1. Phase 1 Grace Adam Completed | Fall |
|---------------------------------|------|

**2012**

- |  |           |
|--|-----------|
| 1. Construction Columbian Place Completed    | May       |
| 2. Avenue N Layby                            | June      |
| 3. St. Mary School Deconstruction Starts     | July 9    |
| 4. St. Mary School Deconstruction Completed  | Aug 31    |
| 5. New St. Mary School Opens                 | Sept 4    |
| 6. Confirm Park Design and Budget – Phase II | September |
| 7. Request Subdivision of Parcels A/C, MR    | September |
| 8. Meet with IS/Parks Discuss Timing         | October   |
| 9. Parks Tenders Phase II Grace Adam         | December  |

**2013**

- |   |             |
|---|-------------|
| 1. Tender for New Roads/Infrastructure              | January     |
| 2. New Roads, Sidewalks, Storm Sewer                | April       |
| 3. Construction of Park Space Phase 2               | August      |
| 4. Finalise Title Transfer and Exchange of MR Lands | December    |
| 5. Subdivision/consolidation Parcels A and C        | Oct13-Feb14 |

**2014**

- |  |           |
|--|-----------|
| 1. Commence Rezoning Parcels A and C                 | February  |
| 2. Sale of Last City-Owned Unit                      | February  |
| 3. Convene Review Cttee for Parcels A, C, and F      | June      |
| 4. Prepare and Issue EOI for Parcels A, C, and F     | July      |
| 5. Complete Rezoning Parcels A and C                 | August    |
| 6. Completion of Phase 2 Grace Adam                  | August    |
| 7. Review EOI Submissions                            | September |
| 8. Prepare RFP for Parcels A, C, and F               | October   |
| 9. Pave Lane behind Parcel D                         | Fall      |
| 10. Relocate Pedestrian Crossing -Ave P (*required)  | Fall      |
| 11. City Council Report to Authorize RFP A, C, and F | November  |
| 12. Issue RFP for Parcels A, C, and F                | December  |
| 13. Installation of Neighbourhood Sign               | Fall      |

**2015**

- |  |               |
|--|---------------|
| 1. Select Builder(s) for Parcels A, C, and F     | Spring        |
| 2. Construction on Parcels A, C, and F Commences | Fall/Winter   |
| 3. Interpretive Trail Design                     | Spring/Summer |

**2016**

- |  |               |
|--|---------------|
| 1. Interpretive Trail Construction               | Spring/Summer |
| 2. Construction Completed on Parcels A, C, and F | Fall          |
| 3. Remove/Dispose of all Construction Fencing    | Fall          |
| 4. Final Walkabout and Ribbon Cutting Ceremony   | Fall          |



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Meewasin Valley Authority Financial Statements**

#### **Recommendation of the Committee**

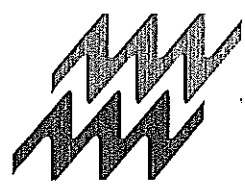
That the Meewasin Valley Authority Financial Statements, March 31, 2014, be received as information.

#### **History**

At the August 18, 2014 Standing Policy Committee on Finance meeting, a letter from the Meewasin Valley Authority was considered regarding the above matter.

#### **Attachment**

Letter dated July 14, 2014 from the Meewasin Valley Authority [File No. CK. 1895-1]



Meewasin Valley Authority  
402 - 3rd Avenue South  
Saskatoon, Saskatchewan  
S7K 3G5  
Phone (306) 665-6887  
Fax (306) 665-6117

**Meewasin**

July 14, 2014

Mayor & Council  
City of Saskatoon  
222 Third Avenue North  
Saskatoon, SK S7K 0J5

Dear Mayor & Council;

Section 80(2) of the Meewasin Valley Authority Act states that a copy of the annual audit shall be furnished to each of the participating parties; as the elected officials of the City of Saskatoon, please accept the enclosed copy of the Meewasin Valley Authority Financial Statements, March 31, 2014, satisfying this requirement.

Sincerely,

Lloyd Isaak  
Chief Executive Officer

Enclosure





MEEWASIN VALLEY AUTHORITY  
FINANCIAL STATEMENTS  
MARCH 31, 2014



## Management's Responsibility

To the Participating Parties:

Management has responsibility for preparing the accompanying financial statements. This responsibility includes selecting appropriate accounting principles and making objective judgements and estimates in accordance with Canadian generally accepted accounting principles.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorised, assets are safeguarded, and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors and the Audit Committee are composed entirely of directors who are neither management nor employees of the Authority. The Audit Committee is appointed by the Board to review the financial statements in detail with management and to report to the Board prior to their approval of the financial statements for publication.

MNP LLP, an independent firm of Chartered Accountants, is appointed by the Board of Directors to audit the financial statements and report directly to the Participating Parties; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Audit Committee and management to discuss their audit findings.

June 6, 2014



Chief Executive Officer



Director of Operations

## Independent Auditors' Report

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To the Participating Parties:  
**Meewasin Valley Authority**

We have audited the accompanying financial statements of Meewasin Valley Authority, which comprise the statement of financial position as at March 31, 2013, the statements of operations and changes in fund balances and cash flows, and the accompanying schedules for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the financial statements present fairly in all material respects the financial position of Meewasin Valley Authority as at March 31, 2013 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

### *Comparative Information*

Without modifying our opinion, we draw attention to Note 3 to the financial statements which describes that Meewasin Valley Authority adopted Canadian public sector accounting standards on April 1, 2012 with a transition date of April 1, 2011. These standards were applied retrospectively by management to the comparative information in these financial statements, including the statement of financial position as at March 31, 2012 and April 1, 2011, and the statements of operations, and changes in fund balances and cash flows for the year ended March 31, 2011 and related disclosures. We were not engaged to report on the restated comparative information, and as such, it is unaudited.

Saskatoon, Saskatchewan  
June 6, 2013

*MNP* LLP

Chartered Accountants

MEEWASIN VALLEY AUTHORITY

Statement of Financial Position

March 31, 2014

	<u>2014</u>	<u>2013</u>
<b>Assets</b>		
<i>Current</i>		
Cash	\$ 169,188	31,356
Short-term investments (note 3)	1,406,211	2,301,382
Accounts receivable (note 4)	342,550	77,866
Inventory	8,655	8,322
Prepaid expenses	<u>67,452</u>	<u>76,615</u>
	1,994,056	2,495,541
Capital assets (note 5)	<u>2,031,204</u>	<u>2,063,683</u>
	<b>\$ <u>4,025,260</u></b>	<b><u>4,559,224</u></b>
<b>Liabilities</b>		
<i>Current</i>		
Accounts payable and accrued charges	\$ 241,507	303,942
Deferred revenue (note 6)	-	450,809
Due to <i>Partners FOR the Saskatchewan River Basin</i> (note 7c)	251,150	297,585
Due to <i>Road Map 2020</i> (note 7d)	-	4,375
	<u>492,657</u>	<u>1,056,711</u>
<b>Fund Balances</b>		
General fund – unrestricted	37	38,528
Construction projects fund – internally restricted	187,940	313,970
Donations fund – unrestricted	199,812	77,722
Capital assets fund – invested in capital assets	2,031,204	2,063,683
Land access fund – internally restricted	214,365	189,365
Capital assets replacement fund – internally restricted	888,940	808,940
Restricted contributions fund – externally restricted (note 2a)	<u>10,305</u>	<u>10,305</u>
	<b><u>3,532,603</u></b>	<b><u>3,502,513</u></b>
Commitments (note 13)		
	<b>\$ <u>4,025,260</u></b>	<b><u>4,559,224</u></b>

The accompanying notes form an integral part of the financial statements.

ON BEHALF OF THE BOARD.

  
 \_\_\_\_\_ Director

  
 \_\_\_\_\_ Director



MEEWASIN VALLEY AUTHORITY

Statement of Operations and Changes in Fund Balances

Year ended March 31, 2014

	General Fund (Schedule 1)	Construction Projects Fund (Schedule 2)	Donations Fund (Schedule 3)	Capital Assets Fund	Land Access Fund	Capital Assets Replacement Fund	Restricted Contributions Fund	2014 Total	2013 Total
<b>Revenues</b>									
Statutory	\$ 1,510,998	755,499	—	—	—	—	—	2,266,497	2,246,020
Grants	52,627	596,609	—	—	—	—	—	649,236	671,159
Donations	—	—	647,331	—	—	—	—	647,331	623,742
Other	110,670	214,006	900	—	—	—	—	325,576	177,563
	<u>1,674,295</u>	<u>1,566,114</u>	<u>648,231</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>3,888,640</u>	<u>3,718,484</u>
<b>Expenditures</b>									
Amortization	1,790,657	1,655,624	354,815	—	—	—	—	3,801,096	3,936,534
	<u>—</u>	<u>—</u>	<u>—</u>	<u>57,454</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>57,454</u>	<u>62,600</u>
	<u>1,790,657</u>	<u>1,655,624</u>	<u>354,815</u>	<u>57,454</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>3,858,550</u>	<u>3,999,134</u>
Excess (deficiency) of revenues over expenditures	(116,362)	(89,510)	293,416	(57,454)	—	—	—	30,090	(280,650)
Fund balance, beginning of year	38,528	313,970	77,722	2,063,683	189,365	808,940	10,305	3,502,513	3,783,163
<b>Inter-fund allocations:</b>									
Purchase of capital assets	—	(24,975)	—	24,975	—	—	—	—	—
From general fund	(93,455)	(11,545)	—	—	25,000	80,000	—	—	—
From donations fund	171,326	—	(171,326)	—	—	—	—	—	—
Fund balance, end of year	\$ <u>37</u>	<u>187,940</u>	<u>199,812</u>	<u>2,031,204</u>	<u>214,365</u>	<u>888,940</u>	<u>10,305</u>	<u>3,532,603</u>	<u>3,502,513</u>

The accompanying notes form an integral part of the financial statements.

## Statement of Cash Flows

March 31, 2014

	<u>2014</u>	<u>2013</u>
<b>Cash provided by (used in) the following activities:</b>		
<i>Operating</i>		
Excess of revenue over expenditures	\$ 30,090	(280,650)
Add item not affecting cash:		
Amortization	<u>57,454</u>	<u>62,600</u>
	<u>87,544</u>	<u>(218,050)</u>
Change in non-cash operating working capital:		
Accounts receivable	(264,684)	(28,297)
Prepaid expenses	9,163	(4,111)
Inventory	(333)	1,212
Accounts payable and accrued charges	(62,435)	(17,904)
Deferred revenue	(450,809)	22,617
Due to <i>Partners FOR the Saskatchewan River Basin</i>	(46,435)	31,072
Due to <i>Road Map 2020</i>	<u>(4,375)</u>	<u>(8,024)</u>
	<u>(732,364)</u>	<u>(221,485)</u>
<i>Investing</i>		
Redemption of short-term investments (net)	895,171	99,875
Purchase of capital assets	<u>(24,975)</u>	<u>(7,165)</u>
	<u>870,196</u>	<u>92,710</u>
<i>Financing</i>		
Advance (repayment) of long-term annuity (net)	---	(26,000)
Net change in cash during the year	137,832	(154,775)
Cash, beginning of year	<u>31,356</u>	<u>186,131</u>
Cash, end of year	\$ <u>169,188</u>	<u>31,356</u>

The accompanying notes form an integral part of the financial statements.

**Notes to the Financial Statements**

Year ended March 31, 2014

**1. Purpose and Objective of Meewasin Valley Authority**

The Meewasin Valley Authority is incorporated under a special act, The Meewasin Valley Authority Act, of the Legislature of the Province of Saskatchewan.

The Meewasin Valley Authority ("Meewasin") is a conservation agency established to protect and develop the natural and heritage resources of the Meewasin Valley and promote a better understanding of these resources. The three participating parties provide statutory funding and appointments to the Board of Directors: the City of Saskatoon, University of Saskatchewan, and Government of Saskatchewan. This statutory funding represented 58% of total revenue in the current year (2013 - 60%).

**2. Accounting Policies**

These financial statements are the representations of management, prepared in accordance with Canadian public sector accounting standards and including the following significant accounting policies:

**(a) Fund Accounting****i) General Fund**

Revenues and expenses related to program delivery and administration activities are reported in the General Fund.

**ii) Construction Projects Fund**

Meewasin charges construction project expenditures to the construction projects fund as incurred. Construction project expenditures include all costs associated with landscaping or construction of a service facility on land owned by either Meewasin or a participating party. These costs include expenditures for planning and research and allocations of salaries.

When a project is completed and retained by Meewasin, the project cost is recorded as a capital asset with a credit to the capital assets fund.

**iii) Donations Fund**

Meewasin records revenues and expenditures related to fundraising activities in the donations fund. From time to time, the net proceeds of these activities are allocated to the general fund or the construction projects fund where they are used to support Meewasin programs.

**iv) Capital Assets Fund**

Meewasin charges capital asset purchases to the general fund and construction projects fund as incurred. In order to maintain a record of capital assets, all purchased and constructed capital assets are recorded at cost as capital assets with a corresponding credit to the capital assets fund. When capital assets are sold the proceeds on disposal are included in revenue and the related net book value of the asset is removed from both the capital asset account and the capital assets fund.

Notes to the Financial Statements

Year ended March 31, 2014

2. Accounting Policies - *continued*

(a) Fund Accounting - *continued*

iv) Capital Assets Fund

Independent appraisals are undertaken when new conservation easements are acquired. The results are vetted with Canada Revenue Agency prior to acquisition. These easements are recorded as a separate class of asset at the appraised value with a corresponding credit to the capital assets fund.

Amortization is charged to the capital assets fund using the straight-line method over the following estimated useful lives:

<u>Asset</u>	<u>Useful Life</u>
Building	20 years
Equipment and office furniture	10 years
Electronic data processing equipment	3.33 years
Vehicles	3.33 years

No amortization is recorded in the year an asset is acquired or for assets under construction.

It is expected that this policy will charge the capital assets fund with the total cost of the assets over the useful lives of the assets.

v) Land Access Fund

Meewasin has established a land access fund to secure public access to riverbank land as opportunity and need arise.

vi) Capital Assets Replacement Fund

A capital assets replacement fund has been established to provide for the eventual replacement of major capital assets.

vii) Restricted Contributions Fund

Donations that are subject to externally imposed stipulations are kept in the fund until such time as they are spent as stipulated.

(b) Financial instruments

Meewasin recognizes its financial instruments when Meewasin becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value, including financial assets and liabilities originated and issued in a related party transaction with management. Financial assets and liabilities originated and issued in all other related party transactions are initially measured at their carrying or exchange amount in accordance with PS 4260 *Related Party Transactions* (refer to Note 7).

At initial recognition, Meewasin may irrevocably elect to subsequently measure any financial instrument at fair value. Meewasin has not made such an election during the year.

**Notes to the Financial Statements**

Year ended March 31, 2014

**2. Accounting Policies – *continued*****(b) Financial instruments - *continued***

Meewasin measures investments in equity instruments quoted in an active market and all derivative instruments, except those designated in a qualifying hedging relationship or that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost less impairment. With the exception of financial liabilities indexed to a measure of Meewasin performance or value of its equity and those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in the excess (deficiency) of revenues over expenses for the current period. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at amortized cost or cost.

All financial assets except derivatives are tested annually for impairment. Management considers whether the investee has experienced continued losses for a period of years, recent collection experience for the loan, such as a default or delinquency in interest or principal payments, in determining whether objective evidence of impairment exists. Any impairment, which is not considered temporary, is recorded in the statement of operations. Write-downs of financial assets measured at cost and/or amortized cost to reflect losses in value are not reversed for subsequent increases in value. Reversals of any net re-measurements of financial assets measured at fair value are reported in the statement of re-measurement gains and losses.

**(c) Revenues and Expenditures Recognition**

Restricted contributions related to general operations are recognized as revenue of the General Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate fund.

Unrestricted contributions are recognized as revenue of the General Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

All tax-receipted contributions are recognized as revenue of the Donations Fund in the year they are receipted.

Investment income is recognized in the General Fund, except investment income (loss) related to the Restricted Contributions Fund, which is recognized in that fund.

Grants in the form of donated services from government agencies are recorded at the contracted amount. Pledges are recorded as the donation is received.

Revenue is allocated between the various funds based on statutory and contractual requirements or as specified by donors.

The Board of Directors approves allocations between funds.

Notes to the Financial Statements

Year ended March 31, 2014

2. Accounting Policies - continued

(d) Use of Estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in excess of revenue over expenditures in the periods in which they become known.

3. Short-term Investments

Short-term investments consist of bankers acceptances and bearer discount notes bearing interest at rates ranging from 1.18 – 1.26% with maturity dates between April 2014 and July 2014.

4. Accounts Receivable

Meewasin has an amount in accounts receivable at March 31, 2014 of \$149,151 from a related party, the City of Saskatoon, (2013 - \$3,763) pursuant to funding agreements between the parties.

As at March 31, 2014, a funding agreement continues with the City of Saskatoon related to the River Landing, Riverfront capital project, Phase II.

Meewasin has an amount in accounts receivable at March 31, 2014 of \$58,406 from a related party, the Province of Saskatchewan, (2013 – \$2,000) pursuant to funding agreements between the parties.

5. Capital Assets

	2014			2013
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	\$ 1,218,293	---	1,218,293	1,218,293
Conservation easement	257,200	---	257,200	257,200
Building	1,184,899	706,537	478,362	506,793
Equipment and office furniture	61,400	32,274	29,126	34,596
Electronic data processing equipment	176,643	130,509	46,134	38,446
Vehicles	<u>46,685</u>	<u>44,596</u>	<u>2,089</u>	<u>8,355</u>
	<u>\$ 2,945,120</u>	<u>913,916</u>	<u>2,031,204</u>	<u>2,063,683</u>

6. Deferred Revenue

Deferred revenue includes the following categories:

- (a) Meewasin has deferred capital contributions of \$0 from the Province of Saskatchewan that relate to capital expenditures for the Meewasin Valley Trail to be made in a subsequent period (2013 - \$435,861).
- (b) Meewasin deferred contributions of \$0 from the Province of Saskatchewan received in 2012-2013 that were for expenditures on International Trails Day (2013 - \$14,948).

Notes to the Financial Statements

Year ended March 31, 2014

7. Related Party Transactions

(a) Participating parties

In addition to the statutory assessments and deferred contributions in Note 6, Meewasin received the following grants and other payments during the year from its participating parties:

		<u>2014</u>	<u>2013</u>
Province of Saskatchewan	Construction projects fund	\$ 504,767	527,902
Province of Saskatchewan	General fund grants	18,685	10,000
City of Saskatoon	Construction projects fund grants	60,000	50,000
City of Saskatoon	Construction projects sale of goods and services	189,821	49,175
City of Saskatoon	General fund grants	---	23,000
University of Saskatchewan	Construction projects sale of goods and services	4,500	---

(b) Meewasin Foundation Inc.

Since August 1, 1999, the former operations of Meewasin Foundation Inc. are being reported within Meewasin's Donation Fund. The Foundation continues as the beneficial owner of life insurance policies provided by donors.

(c) Partners FOR the Saskatchewan River Basin (PFSRB)

PFSRB is a non-profit environmental corporation operating under its own Board of Directors. Financial accountability resides with that Board of Directors. The Meewasin Valley Authority is engaged under contract to provide PFSRB with management services and program delivery.

As at March 31, 2014, the net value of assets and liabilities held by Meewasin on behalf of PFSRB is shown on the Meewasin Statement of Financial Position as \$251,150 due to PFSRB (2013 - \$297,585).

During the year, Meewasin Valley Authority provided grants to PFSRB of \$20,000 (2013 - \$20,000). Meewasin provided a donation in-kind to PFSRB of \$26,378 representing staff support and office space (2013 - \$22,642).

Financial statement users interested in the activities of PFSRB for the year ended March 31, 2014 are referred to that entity's own financial statements.

(d) Road Map 2020: Working for a Sustainable Saskatoon Inc. (Road Map)

Road Map was a non-profit corporation operating under its own Board of Directors. Financial accountability resides with that Board of Directors. The Meewasin Valley Authority was engaged under contract to provide Road Map with management services. As at March 31, 2014 the net value of assets and liabilities held by Meewasin on behalf of Road Map is shown on the Meewasin Statement of Financial Position as \$0 due to Road Map 2020 (2013 - \$4,375). During the year, Meewasin provided grants to Road Map of \$0 (2013 - \$5,000).

The corporation was dissolved on January 28, 2014 and net cash assets were distributed to Meewasin Valley Authority (\$26) and the Saskatchewan Environmental Society (\$3,260) per resolution of the Board of Directors.

## Notes to the Financial Statements

Year ended March 31, 2014

**8. Contractual Obligations**

The Meewasin Valley Authority entered into an agreement with the Leisureland Community Co-operative Ltd. whereby the public use of certain lands (Maple Grove) owned by Meewasin is limited. The agreement was a condition of the purchase of the property by Meewasin and will expire December 31, 2022.

**9. Government Assistance**

In addition to the amounts received from the Province of Saskatchewan and City of Saskatoon per note 7(a), during the year Meewasin received \$39,709 in cash grants from the Government of Canada (2013 - \$66,869).

**10. Defined Contribution Plan**

The Authority participates in a multi-employer defined contribution plan on behalf of its employees. Contributions are based on 7.25% of salary up to \$12,135 per participant per annum. The Authority's contributions and corresponding expense totalled \$103,648 in 2014 (\$103,628 - 2013).

**11. Endowment Funds**

- (a) The Saskatoon Community Foundation, a registered charitable foundation, under an agreement with Meewasin has established an endowment fund called *The Meewasin Valley Fund* for the benefit of Meewasin.

At The Saskatoon Community Foundation's fiscal year end December 31, 2013, the balance of The Meewasin Valley Fund was \$678,197 (2012 - \$618,800). The Saskatoon Community Foundation manages these funds within the parameters established by the fund agreement.

- (b) The Saskatoon Community Foundation, under an agreement with Meewasin, established an endowment fund called *The Wes Bolstad Fund* for the Meewasin Valley Authority. At the Saskatoon Community Foundation's fiscal year end December 31, 2013, the balance of the fund was \$16,701 (2012 - \$15,246).
- (c) During 2012 The Saskatoon Community Foundation, under an agreement with Meewasin, established an endowment fund called *The Susan Lamb Fund* for the Meewasin Valley Authority. An initial contribution of \$10,000 was made by Meewasin on November 26, 2012. At the Saskatoon Community Foundation's fiscal year end December 31, 2013, the balance of the fund was \$19,221 (2012 - \$10,000).

**12. Pledged Donations**

Outstanding pledges were not recorded in revenue. The outstanding pledges receivable within five years, as at March 31, 2014, were \$867,880 (2013 - \$824,545). The pledges by year going forward are: \$637,474 - 2015; \$92,700 - 2016; \$68,106 - 2017; \$44,800 - 2018; and \$24,800 - 2019.

Donation Fund expenditures represent the cost of fundraising activity and include consultant fees for the Meewasin Matters Campaign. The costs relate to actual donations received and to the pledged donations achieved.

**13. Commitments**

At March 31, 2014 Meewasin Valley Authority has outstanding commitments of \$231,409 related to on-going construction projects (2013 - \$285,219).



## Notes to the Financial Statements

Year ended March 31, 2014

**14. Financial Instruments**

All significant financial assets, financial liabilities and equity instruments of Meewasin are either recognized or disclosed in the financial statements together with other information relevant for making a reasonable assessment of future cash flows, interest rate risk, and credit risk.

The Meewasin Valley Authority's financial instruments include cash, short-term investments, accounts receivable, and accounts payable and accrued charges. The carrying amounts of these instruments approximate their respective fair values. Financial instruments also include due to Partners FOR The Saskatchewan River Basin and due to Road Map 2020. The fair values of these instruments can not be estimated as the timing of future cash flows is not determinable.

As at March 31, 2014, the Meewasin Valley Authority does not have any outstanding contracts or financial instruments with embedded derivatives.

**(a) Risk Management Policy**

Meewasin, as part of operations, has established the risk management objective of preserving the value of its financial instruments to ensure that they can be used in support of the Meewasin purpose. Risks are controlled because the *Meewasin Valley Authority Act* requires that investments are made in compliance with the *Financial Administration Act (SK)*.

**(b) Interest rate risk**

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk. Meewasin is exposed to price risk through its short-term investments in banker's acceptances. The risk is minimized due to the short terms to maturity of the investments held.

**(c) Credit concentration**

Financial instruments that potentially subject Meewasin to concentrations of credit risk consist of accounts receivable. 99% of accounts receivable is comprised of amounts due from federal, provincial, and municipal governments, other public institutions such as the University of Saskatchewan and school boards, and financial institutions. Meewasin believes that there is minimal risk associated with the collection of these amounts. Meewasin performs regular credit assessments of its debtors and provides allowances for potentially uncollectible accounts receivable.

# MEEWASIN VALLEY AUTHORITY

11.

## Statement of General Fund

## Schedule 1

Year ended March 31, 2014

	<u>2014</u>	<u>2013</u>
Revenues		
Statutory funding:		
City of Saskatoon	\$ 464,250	459,667
Government of Saskatchewan	606,000	606,000
University of Saskatchewan	440,748	431,680
Fee for service	62,527	59,645
Grants	52,627	35,143
Interest and other	<u>48,143</u>	<u>52,715</u>
	<u>1,674,295</u>	<u>1,644,850</u>
Expenditures		
Administrative	606,106	616,986
Development review	83,395	74,274
Facility operation	209,421	221,835
Planning	186,828	63,432
Public education and involvement	204,914	175,438
Beaver Creek	250,376	273,291
Meewasin Valley Centre	189,121	191,655
Resource conservation	14,474	12,222
Special projects	<u>46,022</u>	<u>44,219</u>
	<u>1,790,657</u>	<u>1,673,352</u>
Deficiency of revenues over expenditures	(116,362)	(28,502)
Fund balance, beginning of year	38,528	57,228
Allocations		
To purchase of capital assets	-	(7,165)
To capital assets replacement fund	(80,000)	(46,728)
From (to) construction projects fund	11,545	(11,605)
To land access fund	(25,000)	(25,000)
From donations fund	<u>171,326</u>	<u>100,300</u>
Fund balance, end of year	\$ <u>37</u>	<u>38,528</u>

*The accompanying notes form an integral part of the financial statements.*

# MEEWASIN VALLEY AUTHORITY

12.

## Statement of Construction Projects Fund

## Schedule 2

Year ended March 31, 2014

	<u>2014</u>	<u>2013</u>
Revenues		
Statutory funding		
City of Saskatoon	\$ 232,125	229,833
Government of Saskatchewan	303,000	303,000
University of Saskatchewan	220,374	215,840
Fee for service and other	214,006	62,525
Grants	<u>596,609</u>	<u>636,016</u>
	<u>1,566,114</u>	<u>1,447,214</u>
Expenditures		
Beaver Creek	31,960	195,685
Cosmopolitan Park	---	6,230
Kiwanis Park	3,513	11,327
Maple Grove	4,360	25,836
Mendel Riverbank	11,561	---
Meewasin Rink	4,000	17,970
Meewasin Valley Centre	34,586	31,939
Meewasin Valley Trail	1,181,512	1,336,795
Natural Areas	15,048	4,177
Northeast Swale	19,011	26,509
Paradise Beach	---	1,803
Park signage	1,934	11,387
Peggy McKercher Conservation Area	10,116	3,607
Poplar Bluffs	2,890	656
Riverbank restoration	186,321	222,463
River Landing - Riverfront I	12,282	50,584
River Landing - Riverfront II	18,826	23,073
Rotary Park	6,406	4,272
St. Joseph High School	31,292	20,667
Tree planting	64,835	30,708
U. of S. Riverbank and East Side Weir	15,171	11,800
Weir Riverbank	---	4,360
	<u>1,655,624</u>	<u>2,041,848</u>
Deficiency of revenues over expenditures	(89,510)	(594,634)
Fund balance, beginning of year	313,970	538,999
Allocations		
To purchase capital assets	(24,975)	---
(To) from general fund	(11,545)	11,605
From donations fund	---	358,000
Fund balance, end of year	\$ <u>187,940</u>	<u>313,970</u>

The accompanying notes form an integral part of the financial statements.

MEEWASIN VALLEY AUTHORITY

Statement of Donations Fund

Schedule 3

Year ended March 31, 2014

	<u>2014</u>	<u>2013</u>
Revenues		
General	\$ 197,754	180,309
Meewasin Cameco Trails campaign	---	21,361
Cameco Riverfront campaign	10,000	10,000
W2W Trails Campaign	414,563	395,725
Planned giving	2,324	377
Plant - A - Tree	11,840	10,671
Rink Campaign	9,950	5,000
Gift Club	900	300
Gift shop (gross margin)	<u>900</u>	<u>2,677</u>
	<u>648,231</u>	<u>626,420</u>
Expenditures		
General administration	74,748	74,554
W2W Trails Campaign	221,322	91,016
Individual donations	6,364	5,665
Planned giving	5,799	3,131
Plant - A - Tree	3,405	3,094
Rink Campaign	7,993	7,505
Gift shop	2,075	1,513
Other	2,759	1,588
Saskatoon Community Foundation – Wes Bolstad Fund	551	518
Saskatoon Community Foundation – Susan Lamb Fund	5,347	11,880
The Meewasin Endowment Fund (note 10)	<u>24,452</u>	<u>20,870</u>
	<u>354,815</u>	<u>221,334</u>
Excess of revenues over expenditures	293,416	405,086
Fund balance, beginning of year	77,722	130,936
Allocations		
To construction projects fund	---	(358,000)
To general fund	<u>(171,326)</u>	<u>(100,300)</u>
Fund balance, end of year	\$ <u>199,812</u>	<u>77,722</u>

The accompanying notes form an integral part of the financial statements.



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Business Improvement Districts - 2013 Financial Statements**

#### **Recommendation of the Committee**

That the 2013 Audited Financial Statements from The Partnership, Broadway Business Improvement District, Riversdale Business Improvement District, and the Sutherland Business Improvement District be received as information.

#### **History**

At the August 18, 2014 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset & Financial Management Department was considered regarding the above matter.

#### **Attachment**

Report of the CFO/General Manager, Asset & Financial Management Department – [Files CK. 1680-1 and AF1680-2, 1680-3, 1680-4 and 1680-5]

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## **Business Improvement Districts' 2013 Financial Statements**

### **Recommendation**

1. that the 2013 Audited Financial Statements from The Partnership, Broadway Business Improvement District, Riversdale Business Improvement District, and the Sutherland Business Improvement District be received as information; and
2. that a copy of this report be forwarded to City Council for information.

### **Topic and Purpose**

The purpose of this report is to present the 2013 Audited Financial Statement as provided by each of the four Business Improvement Districts (BIDs) for information.

### **Report Highlights**

1. The Partnership, Broadway, Riversdale and Sutherland Business Improvement Districts have submitted their financial statements for the year ended December 31, 2013.

### **Strategic Goal**

Being open, accountable and transparent is a key factor in achieving the Strategic Goal of Asset and Financial Sustainability. The four BIDS are organizations created by the City of Saskatoon to create stewardship of a defined business improvement district's identity and to complete projects within these districts to improve, beautify and maintain publicly-owned lands, buildings and structures in the BID, in addition to any improvement, beautification or maintenance that is provided at the expense of the urban municipality at large.

### **Report**

The bylaws for each of the BIDs state that "on or before the 31<sup>st</sup> day of March in each year, the Board shall submit its annual report for the preceding year to the Council, and that report shall include a complete audited and certified financial statement of its affairs, with balance sheet and revenue and expenditure statement."

Attached are copies of the audited financial statements for The Partnership, Riversdale, Broadway and Sutherland BIDs for the year ended December 31, 2013.

### **Other Considerations/Implications**

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

### **Due Date for Follow-up and/or Project Completion**

There is no follow-up required.

**Public Notice**

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

**Attachments**

1. 2013 Financial Statements, The Partnership – Saskatoon.
2. 2013 Financial Statements, Broadway BID.
3. 2013 Financial Statements, Riversdale BID.
4. 2013 Financial Statements, Sutherland BID.

**Report Approval**

Written by: Jason Turnbull, Acting Director of Finance & Supply  
Approved by: Marlys Bilanski, CFO/General Manager, Asset & Financial  
Management Department

**SASKATOON DOWNTOWN BUSINESS  
IMPROVEMENT DISTRICT  
"THE PARTNERSHIP"**

**FINANCIAL STATEMENTS**

**December 31, 2013**



## **Saskatoon Downtown Business Improvement District (The Partnership)**

### **Management Responsibility for Financial Reporting**

The accompanying financial statements and all other information contained in this annual report are the responsibility of the management of Saskatoon Downtown Business Improvement District (The Partnership). The financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles and have been approved by the Board of Directors.

Preparation of financial information is an integral part of management's broader responsibilities for the ongoing operations of Saskatoon Downtown Business Improvement District (The Partnership), which includes adherence by all employees of Saskatoon Downtown Business Improvement District (The Partnership)'s Code of Conduct. Management maintains a system of internal accounting controls to provide reasonable assurance that transactions are accurately recorded on a timely basis, are properly approved and result in reliable financial information. Such information also includes data based on management's best estimates and judgments.

The Audit committee reviews the annual financial statements and recommends them to the Board of directors for its approval. In addition, the Audit committee meets periodically with financial officers of the organization and the external auditors, and reports to the Board of Directors thereon. The Audit Committee also reviews the annual report in its entirety.

The Accompanying financial statements have been audited by the auditors who are engaged by the board of Directors on the recommendation of the audit committee and whose appointment was ratified at the annual meeting of members. The auditors have access to the Audit committee, without management present, to discuss the results of their work.

Dave Denny  
Chairman

# *G.W. Robinson C.A. Professional Corporation*

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1003 The Tower at Midtown  
Saskatoon, Saskatchewan S7K 1J5  
Phone: (306) 933-2222  
Fax: (306) 933-2250  
Email: gwrobinson@shaw.ca

## **INDEPENDENT AUDITOR'S REPORT**

### **To the Members of Saskatoon Downtown Business Improvement District (The Partnership)**

I have audited the accompanying financial statements of Saskatoon Downtown Business Improvement District (The Partnership), which comprise the statement of financial position as at December 31, 2013 and the statements of excess of expenses over revenues and changes in net assets and cash flows for the years then ended and a summary of significant accounting policies and other explanatory information.

#### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations for such internal control as management determines is necessary to enable for preparation of financial statements that are free from material misstatement whether due to fraud or error.

#### **Auditor's Responsibility**

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### **Opinion**

In my opinion, the financial statements present fairly, in all material respects, the financial position of Saskatoon Downtown Business Improvement District (The Partnership) as at December 31, 2013 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

**G.W. Robinson C.A. Professional Corporation**



**Chartered Accountant  
Saskatoon, Saskatchewan  
May 30, 2014**

**SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT**  
**"THE PARTNERSHIP"**  
**STATEMENT OF FINANCIAL POSITION**  
**as at December 31, 2013**

	2013	2012
<b>CURRENT ASSETS</b>		
Cash	\$ 199,177	\$ 243,005
Accounts receivable		
City of Saskatoon	66,797	-
Other	10,122	4,494
Short term investments (Note 3)	317,204	314,155
Equity in co-operative	511	428
Prepaid expenses	9,205	8,540
Current portion of notes receivable	<u>-</u>	<u>3,000</u>
	603,016	573,622
NOTE RECEIVABLE (Note 2)	-	500
INVESTMENTS HELD FOR FUTURE COMMITMENTS (Note 3)	103,030	103,029
CAPITAL ASSETS, NET (Note 4)	<u>42,571</u>	<u>71,072</u>
	<u>\$ 748,617</u>	<u>\$ 748,223</u>
<b>CURRENT LIABILITIES</b>		
Accounts payable	\$ 63,729	\$ 19,879
Deferred revenue (Note 6)	<u>216,101</u>	<u>185,642</u>
	279,830	205,521
<b>NET ASSETS</b>	<u>468,787</u>	<u>542,702</u>
	<u>\$ 748,617</u>	<u>\$ 748,223</u>
Contingent Liability (Note 11)		
Commitments (Note 10)		

The accompanying notes form an integral part of the financial statements.

APPROVED BY THE BOARD

..... Director

..... Director

**SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT**  
**"THE PARTNERSHIP"**  
**STATEMENT OF OPERATIONS**  
**year ended December 31, 2013**

	<b>Budget Unaudited</b>	<b>2013</b>	<b>2012</b>
<b>REVENUE</b>			
Revenue - The Partnership (Schedule 1)	\$ 555,200	\$ 554,423	\$ 483,106
Revenue - Community Support Program (Schedule 2)	<u>360,691</u>	<u>367,580</u>	<u>193,773</u>
	915,891	922,003	676,879
<b>EXPENDITURES - Schedule</b>			
Expenses - the Partnership (Schedule 1)	555,200	628,338	514,468
Expenses - Community Support Program (Schedule 2)	<u>360,691</u>	<u>367,580</u>	<u>193,773</u>
	915,891	995,918	708,241
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<u>\$ -</u>	<u>(73,915)</u>	<u>(31,362)</u>
<b>NET ASSETS, BEGINNING OF YEAR</b>		<u>542,702</u>	<u>574,064</u>
<b>NET ASSETS, END OF YEAR</b>		<u>\$ 468,787</u>	<u>\$ 542,702</u>

The accompanying notes form an integral part of the financial statements.

**SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT**  
**"THE PARTNERSHIP"**  
**STATEMENT OF CHANGES IN NET ASSETS**  
**year ended December 31, 2013**

	2013							2012
	Internally Restricted				Investment In Capital Assets	Unrestricted Net Assets	Total	Total
	Special Events	Façade Imp. Lns.	Streetscape/ Maintenance	Assessment Appeal				
Balance, beginning of year	\$ 100,000	\$ -	\$ -	\$ 317,500	\$ 71,073	\$ 54,129	\$ 542,702	\$ 574,064
Excess of revenue over expenditures	-	-	-	-	-	(73,915)	(73,915)	(31,362)
Additions to Capital Assets	-	-	-	-	-	-	-	-
Internal Restrictions (Note 5)	-	-	-	(217,500)	-	217,500	-	-
Capital Assets: Depreciation	-	-	-	-	(28,502)	28,502	-	-
Balance, end of year	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ 42,571</u>	<u>\$ 226,216</u>	<u>\$ 468,787</u>	<u>\$ 542,702</u>

The accompanying notes form an integral part of the financial statements.

**SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT**  
**"THE PARTNERSHIP"**  
**STATEMENT OF CASH FLOWS**  
**year ended December 31, 2013**

	2013	2012
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES:		
OPERATING		
Cash collections in the year	\$ 922,003	\$ 676,879
Cash paid to suppliers and employees	<u>1,005,469</u>	<u>412,697</u>
	(83,466)	264,182
Interest received	<u>8,678</u>	<u>8,233</u>
	<u>(74,788)</u>	<u>272,415</u>
INVESTING ACTIVITIES		
Repayment of notes receivable	500	3,000
Acquisition of investments	3,050	8,193
Increase in deferred revenue	30,459	185,642
Acquisition of capital assets	<u>-</u>	<u>(55,422)</u>
	<u>34,009</u>	<u>141,413</u>
NET CASH INFLOW	(40,779)	413,828
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	<u>557,160</u>	<u>143,332</u>
CASH AND CASH EQUIVALENTS, END OF YEAR	<u>\$ 516,381</u>	<u>\$ 557,160</u>
CASH AND CASH EQUIVALENTS COMPRISED OF:		
Cash	\$ 199,177	\$ 243,005
Short term investments	<u>317,204</u>	<u>314,155</u>
	<u>\$ 516,381</u>	<u>\$ 557,160</u>

The accompanying notes form an integral part of the financial statements.

**SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT**  
**"THE PARTNERSHIP"**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**year ended December 31, 2013**

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**PURPOSE OF THE ORGANIZATION**

The Saskatoon Downtown Business Improvement District (The Partnership) is a non-profit organization established through a bylaw of the City of Saskatoon. The Partnerships mandate is to make the downtown core a better place to live, work, shop, visit, play and invest.

The organization has also assumed a special project the Community Support Officer (CSO) Program for a period of April 1, 2012 to March 31, 2014. The purpose of the project is to deploy Community Support Officers who will endeavor to address the community issues in the area of the downtown core.

**1. SIGNIFICANT ACCOUNTING POLICIES**

**a) Capital Assets**

Capital assets are initially recorded at cost. Amortization is provided using methods at rates intended to amortize the cost of assets over their estimated useful lives.

	<u>Method</u>	<u>Rate</u>
Equipment, Furniture, fixtures	straight line	20%
Vehicles	straight line	30%
Computerized equipment	straight line	45%
Leasehold improvements	straight line	20%

**b) Revenue Recognition**

Revenue is recognized when the amount is received or receivable or if the amount to be received can be reasonably estimated and collection is reasonably assured.

Investment income comprising of interest from fixed income investments is recognized on an accrual basis.

**c) Measurement uncertainty**

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period.

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of the capital assets.



**SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT**  
**"THE PARTNERSHIP"**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**year ended December 31, 2013**

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**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**c) Measurement uncertainty (Continued)**

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues and expenses in the periods which they become known.

**d) Investment in Capital Assets**

The Partnership has adopted the policy of reflecting that portion of its Net Assets that are invested in capital assets separately in the Statement of Financial Position and Statement of Net Assets. Acquisitions of capital assets increase the investment account. Amortization and dispositions decrease the investment account and both are accounted for as transfers from (to) the Unrestricted Net Assets account.

**e) Donated Services**

The work of The Partnership is dependant on a substantial number of individuals that have made significant contributions of their time to the organization. The value of the contributed time is not reflected in these financial statements.

**f) Investments**

Investments consist of Canadian fixed income certificates with varying maturity dates. Fixed income investments maturing beyond twelve months from the year end are classified as long term. The investments are internally restricted.

**g) Financial Instruments**

Financial instruments are initially recognized at fair value and then subsequently at amortized cost with gains and losses recognized in the statement of operations in the period for which the gain or loss occurs. Changes in fair value of the investments are recorded in the statement of operations.

**i ) Fair value of financial instruments**

The fair value of a financial instrument is the estimated amount that The Partnership would receive or pay to settle a financial asset or financial liability as at the reporting date.

The fair values of cash, investments, amounts receivable and accounts payable approximate their carrying values due to their nature or capacity for prompt liquidation.

**ii ) Risk Management**

The Partnership manages its exposure to the risks associated with financial instruments that have a potential to affect its operating and financial performance through the Board of Management.



**SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT**  
**"THE PARTNERSHIP"**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**year ended December 31, 2013**

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**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**g) Financial Instruments (continued)**

iii ) Credit Risk

Due to the nature of it's operations, The Partnership has minimal credit risk.

iv ) Interest Rate Risk

The Partnership manages it's exposure to interest rate risk by maximizing the interest income earned while maintaining the liquidity necessary to conduct operations on a day-to-day basis. Fluctuations in market rates of interest do not have a significant impact in its results of operations.

v) Currency Risk

The Partnership is not exposed to currency risk since all cash and investments are held in Canadian funds.

vi) Liquidity Risk

The Partnership endeavors to manage liquidity risk by maintaining sufficient cash and investment balances for settlement of its obligations. Liquidity requirements are managed based on expected cash flow to ensure there is significant capital in order to meet short-term obligations.

**2. NOTE RECEIVABLE**

The District makes unsecured, zero interest loans under a façade improvement program for businesses located in the district. As of December 31, 2013 all loans are paid in full.

	<b>2013</b>	<b>2012</b>
Note receivable	\$ -	\$ 3,500
Due within one year	-	(3,000)
Long-term portion	\$ -	\$ 500

**SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT**  
**"THE PARTNERSHIP"**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**year ended December 31, 2013**

**3. INVESTMENTS**

	<b>2013</b>	<b>2012</b>
Short term investments		
Canadian fixed income	<u>\$ 317,204</u>	<u>\$ 314,155</u>
Investments held for future commitments:		
Canadian fixed income	<u>\$ 103,030</u>	<u>\$ 103,029</u>

The Canadian fixed income investments have effective interest rates ranging from 1.87% to 2.345% with maturity dates ranging from March 2014 to January 2015.

**4. CAPITAL ASSETS**

	<b>Cost</b>	<b>Accumulated Amortization</b>	<b>Net Book Value 2013</b>	<b>2012</b>
Computer hardware	\$ 8,497	\$ 6,036	\$ -	\$ -
Banner signs	37,510	37,510	-	3,751
Equipment	12,195	11,007	1,188	5,412
Leasehold improvements	43,851	17,282	26,569	35,435
Office furniture and equipment	29,930	22,042	7,888	13,683
Office sign	7,940	7,836	104	898
Vehicles	16,903	10,081	6,822	11,893
	<u>\$ 156,826</u>	<u>\$ 111,794</u>	<u>\$ 42,571</u>	<u>\$ 71,072</u>

**5. INTERNALLY RESTRICTED NET ASSETS**

In 1996, The Partnership adopted the policy of segregating and restricting a portion of its net assets (then called surplus) for specific designated purposes. The Board of Management reviews the amounts so restricted and transfers amounts between Unrestricted Net Assets and the various restricted accounts to reflect the changing needs of the Partnership on an annual basis.

The Net Assets reflected as Internally Restricted are not available for other purposes without the authorization of the Board of Management.

**SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT**  
**"THE PARTNERSHIP"**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**year ended December 31, 2013**

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**5. INTERNALLY RESTRICTED NET ASSETS (Continued)**

During the year the Board of Management approved a transfers within the internally restricted net assets to the unrestricted net assets as follows:

	<b>2013</b>	<b>2012</b>
Façade improvements	\$ -	\$ -
Assessment appeal	(217,500)	-
Streetscape/Maintenance	-	(25,000)
Unrestricted net assets	217,500	25,000
	\$ -	\$ -

The Partnership has allocated funds to provide for potential future obligations and contingencies for the internally restricted fund.

**6. DEFERRED REVENUE**

The balance of deferred revenue as at December 31, 2013 is comprised of \$35,900 from the City of Saskatoon for the parking grant for 2014. The Community Support Program has an amount of \$149,742 for 2014 for their program.

**7. RELATED PARTY TRANSACTIONS**

During the year The Partnership was approved for \$537,230 (2012 - \$474,595) in funding from the City of Saskatoon.

**8. ECONOMIC DEPENDENCE**

The Partnership receives its funding from the City of Saskatoon through a special levy on property assessments from the businesses located in the downtown district. The Partnership's ability to continue its viable operations is dependent upon maintaining that funding ( See Note 11).

**9. COMMITMENT**

The Partnership entered into a ten year agreement for office space on November 1, 2007. The current lease payments are \$12,000 annually for the next five years. The lease expires on October 31, 2017.

**SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT**  
**"THE PARTNERSHIP"**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**year ended December 31, 2013**

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**10. CONTINGENT LIABILITY**

The Partnership estimates and accrues for the possible repayment of the Levy to the City of Saskatoon in the event of successful municipal tax appeals by one or more the Downtown Business Improvement District property owners. The Partnership's assessment of it's potential liability for such matters could change, with the result that the amounts for this contingent liability recorded in The Partnership's financial statements could increase by a material amount. No liability has been recorded in this regard.

**11. COMPARATIVE FIGURES**

Certain comparative figures in the statement of operations have been reclassified to conform with the financial statement presentation adopted for the current year.

**12. INCOME TAXES**

The Saskatoon Downtown Business Improvement District is a not-for-profit organization established through a by-law of the City of Saskatoon. As a result, under the Income Tax Act, it is exempt from income taxes.

**SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT**  
**"THE PARTNERSHIP"**  
**SCHEDULE OF REVENUE AND EXPENSES**  
**year ended December 31, 2013**

	Budget Unaudited	2013 Actual	2012 Actual
<b>REVENUE</b>			
Business tax levy	\$ 453,300	\$ 481,797	\$ 420,795
Parking grants	36,000	35,900	35,900
Street maintenance	18,000	19,533	17,900
Investment and other earnings	<u>9,000</u>	<u>17,193</u>	<u>8,511</u>
	<u>516,300</u>	<u>554,423</u>	<u>483,106</u>
<b>EXPENSES</b>			
<b>ADMINISTRATION</b>			
Amortization	\$ 2,000	15,747	\$ 13,401
Office and administration	78,300	84,207	78,751
Wages and benefits	<u>173,500</u>	<u>251,020</u>	<u>181,521</u>
	<u>253,800</u>	<u>350,974</u>	<u>273,673</u>
<b>MARKETING</b>			
Other	65,200	39,376	35,729
Research and education	<u>25,000</u>	<u>46,562</u>	<u>19,907</u>
	<u>90,200</u>	<u>85,938</u>	<u>55,636</u>
<b>MEETINGS</b>			
Board, committee and other	<u>4,700</u>	<u>5,405</u>	<u>1,441</u>
<b>SPECIAL EVENTS</b>			
Events	<u>30,400</u>	<u>29,833</u>	<u>30,703</u>
<b>STREET CLEANING</b>			
	<u>137,200</u>	<u>156,188</u>	<u>153,015</u>
<b>TOTAL EXPENSES</b>			
	<u>516,300</u>	<u>628,338</u>	<u>514,468</u>
Deficiency of expenses over revenue	<u>\$ -</u>	<u>\$ (73,915)</u>	<u>\$ (31,362)</u>

**SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT**  
**"THE PARTNERSHIP"**  
**COMMUNITY SUPPORT PROGRAM**  
**SCHEDULE OF REVENUE AND EXPENSES**  
**year ended December 31, 2013**

	<b>Budget Unaudited</b>	<b>2013 Actual</b>	<b>2012 Actual</b>
<b>REVENUE</b>			
City of Saskatoon grant	\$ 360,691	\$ 367,580	\$ 193,773
<b>EXPENSES</b>			
<b>ADMINISTRATION</b>			
Amortization	10,000	12,755	5,814
Office and administration	29,000	49,195	16,071
Program	62,000	2,314	26,337
Wages and benefits	241,691	260,768	130,224
	<u>342,691</u>	<u>325,032</u>	<u>178,446</u>
<b>MARKETING AND RESEARCH</b>			
Research and education	18,000	42,548	15,327
	<u>18,000</u>	<u>42,548</u>	<u>15,327</u>
<b>TOTAL EXPENSES</b>	<u>360,691</u>	<u>367,580</u>	<u>193,773</u>
Excess of revenue over expenses	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**BROADWAY BUSINESS IMPROVEMENT DISTRICT**

FINANCIAL STATEMENTS

For the fiscal year ended December 31, 2013

and

Independent Auditors' Report



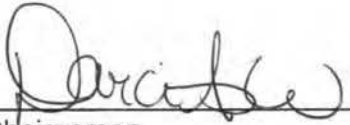
## Management Statement of Responsibility

The financial statements contained in this Annual Report are the responsibility of management. They have been prepared in accordance with Canadian accounting standards for not-for-profit organizations applied and deemed to present fairly the financial position, results of operations and changes in net assets and cash flows of the Organization. Where necessary, management has made informed judgments and estimates of the outcome of events and transactions, with due consideration given to materiality.

As a means of fulfilling its responsibility for the integrity of financial information included in this Annual Report, management relies on the Organization's system of internal control. This system has been established to ensure, within reasonable limits, that assets are safeguarded, that transactions are properly recorded and executed in accordance with management's authorization and that the accounting records provide a solid foundation from which to prepare the financial statements. It is recognized that no system of internal control can detect and prevent all errors and irregularities. Nonetheless, management believes that the established system provides an acceptable balance between benefits to be gained and the related costs.

Breen & Associates, Chartered Accountants are responsible for auditing the financial statements and giving an opinion on them. As part of that responsibility, they review and assess the risks of material misstatement of the financial statements, whether due to fraud or error. In making those assessments, they also consider the effectiveness of the selected internal accounting controls to establish a basis for reliance thereon in determining the nature, timing and extent of audit tests to be applied. Management emphasizes the need for constructive recommendations as part of the auditing process and implements a high proportion of their suggestions.

The Organization's management is responsible for the preparation of timely financial statements which are reviewed in detail by the Board at its regular meetings.

  
Chairperson

  
Executive Director

March 17, 2014



## INDEPENDENT AUDITORS' REPORT

To the Board of Management of the  
Broadway Business Improvement District:

We have audited the accompanying financial statements of the Broadway Business Improvement District, which comprise the statement of financial position as at December 31, 2013 and the statements of financial activity changes in net assets and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risks assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

### **Basis for Qualified Opinion**

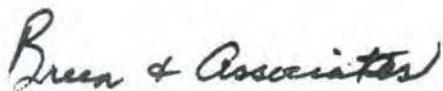
In common with many non-profit organizations, the Broadway Business Improvement District derives part of its revenues from fundraising activities which are not susceptible to complete audit verification. Accordingly, our verification of fundraising revenue was substantially limited to accounting for amounts recorded in the records of the Broadway Business Improvement District, and we were not able to determine if adjustments might be necessary to revenues or surplus for the year, nor unrestricted net assets at the end of the year.

### **Qualified Opinion**

In our opinion, except for the affects of the matters described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Broadway Business Improvement District as at December 31, 2013, and its financial performance and its cash flows for the year ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Other Matters**

In accordance with the terms of our engagement, we have not audited, nor do we express an opinion on the budget figures included in the accompanying financial statements.



Breen & Associates  
Chartered Accountants

March 17, 2014

**BROADWAY BUSINESS IMPROVEMENT DISTRICT****SCHEDULE OF PROMOTIONAL ACTIVITY****FOR THE YEAR ENDED DECEMBER 31, 2013**

	2013 Actual	2013 Budget (Unaudited)	2012 Actual
<b>REVENUES:</b>			
Art Fest	\$ 11,363	\$ 8,500	\$ 8,674
AGM and Awards Ceremony	1,093	500	1,279
Christmas promotion	5,600	8,500	8,852
Heritage grant	14,500	6,500	200
Street fair	23,351	15,000	12,230
Walk of Stars Revenue	-	1,500	-
	<u>55,907</u>	<u>40,500</u>	<u>31,235</u>
<b>EXPENSES:</b>			
Advertising and promotion	19,507	10,000	11,370
AGM	1,153	1,500	1,203
Art Fest	7,891	8,500	6,761
Christmas promotion	1,563	11,500	8,275
Heritage QR Expenses	17,032	4,049	-
New Marketing Initiatives and Memberships	2,009	12,584	4,066
Other programs and events	1,109	9,000	-
Street fair	23,631	15,000	14,213
Walk of Stars	843	1,500	-
	<u>74,738</u>	<u>73,633</u>	<u>45,888</u>
<b>NET PROMOTIONAL ACTIVITY</b>	<u>\$ (18,831)</u>	<u>\$ (33,133)</u>	<u>\$ (14,653)</u>

**BROADWAY BUSINESS IMPROVEMENT DISTRICT**

**STATEMENT OF FINANCIAL POSITION**

**AS AT DECEMBER 31, 2013**

	<u>2013</u>	<u>2012</u>
<b>ASSETS</b>		
<b>FINANCIAL ASSETS:</b>		
Cash	\$ 46,397	\$ 56,715
Walk of Stars funds (Note 2)	3,500	4,110
Investments (Note 3)	68,339	61,066
Accounts receivable	23,545	15,842
GST receivable	4,220	2,606
Total Financial Assets	<u>146,001</u>	<u>140,339</u>
CAPITAL ASSETS (Note 4)	<u>6,939</u>	<u>5,708</u>
Total Assets	<u>152,941</u>	<u>146,047</u>
<b>LIABILITIES:</b>		
Accounts payable and accrued liabilities	10,886	9,385
Deferred revenue	35,900	35,900
Total Liabilities	<u>46,786</u>	<u>45,285</u>
NET FINANCIAL ASSETS	<u>106,155</u>	<u>100,762</u>
<b>NON-FINANCIAL ASSETS:</b>		
Stock and supplies	5,362	3,856
Total Non-Financial Assets	<u>5,362</u>	<u>3,856</u>
	<u>\$ 111,517</u>	<u>\$ 104,618</u>
<b>NET ASSETS:</b>		
Externally restricted fund (Note 2)	3,327	4,135
Unrestricted funds	108,190	100,483
Total Net Assets	<u>\$ 111,517</u>	<u>\$ 104,618</u>

Approved on behalf of the Board:

  
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**BROADWAY BUSINESS IMPROVEMENT DISTRICT**

**STATEMENT OF CHANGES IN NET ASSETS**

**FOR THE YEAR ENDED DECEMBER 31, 2013**

	Externally Restricted Fund	Unrestricted	2013 Total	2012 Total
BALANCE AT BEGINNING OF THE YEAR	\$ 4,135	\$ 100,483	\$ 104,618	\$ 92,837
Surplus for the year	-	7,707	7,707	11,748
Reserve fund revenue	35	-	35	33
Reserve fund expenditures	(843)	-	(843)	-
BALANCE AT END OF THE YEAR	<u>\$ 3,327</u>	<u>\$ 108,190</u>	<u>\$ 111,517</u>	<u>\$ 104,618</u>

The accompanying notes are an integral part of the financial statements.

**BROADWAY BUSINESS IMPROVEMENT DISTRICT**

**STATEMENT OF FINANCIAL ACTIVITIES**

**FOR THE YEAR ENDED DECEMBER 31, 2013**

	2013 Actual	2013 Budget (Unaudited)	2012 Actual
<b>REVENUES:</b>			
Business tax levy and parking fees	\$ 199,474	\$ 214,640	\$ 194,297
Summer Employment Grant	5,250	4,500	-
Maintenance revenue	5,712	5,040	5,600
Interest	1,358	750	1,426
Marketing	3,976	-	2,009
Donation revenue	-	-	1,000
Miscellaneous	1,349	-	877
	<u>217,119</u>	<u>224,930</u>	<u>205,209</u>
<b>EXPENDITURES:</b>			
Amortization	1,507	-	1,158
Bad debts	780	-	-
Board expenses	279	2,500	1,721
Business development	30	750	530
Insurance	1,450	1,850	1,511
Miscellaneous	748	3,000	408
Office	14,693	17,174	11,757
Professional Development	180	1,500	75
Professional fees	5,565	3,150	3,150
Rent	10,888	12,000	10,934
Repairs and maintenance	3,565	3,500	2,908
Wages, benefits, and contracted services	151,704	155,422	144,656
	<u>191,389</u>	<u>200,846</u>	<u>178,808</u>
<b>SURPLUS FROM OPERATIONS BEFORE NET PROMOTIONAL ACTIVITY</b>	<b>25,730</b>	<b>24,084</b>	<b>26,401</b>
<b>NET PROMOTIONAL ACTIVITY (Schedule 1)</b>	<b><u>(18,831)</u></b>	<b><u>(33,133)</u></b>	<b><u>(14,653)</u></b>
<b>SURPLUS (DEFICIT) FOR THE YEAR</b>	<b><u>\$ 6,899</u></b>	<b><u>\$ (9,049)</u></b>	<b><u>\$ 11,748</u></b>

The accompanying notes are an integral part of the financial statements.

**BROADWAY BUSINESS IMPROVEMENT DISTRICT**

**STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED DECEMBER 31, 2013**

	<u>2013</u>	<u>2012</u>
CASH RECEIVED (PAID) RELATED TO:		
OPERATING ACTIVITIES:		
Levies and grants	\$ 219,184	\$ 192,204
Interest and dividends received	1,329	1,459
Supplies and employees	<u>(220,169)</u>	<u>(138,162)</u>
	<u>344</u>	<u>55,501</u>
INVESTING ACTIVITIES:		
Purchase of capital assets	(2,739)	(2,041)
Purchase of investments, net	<u>(6,663)</u>	<u>(1,058)</u>
	<u>(9,402)</u>	<u>(3,099)</u>
(DECREASE) INCREASE IN CASH DURING THE YEAR	(9,058)	52,402
CASH AT BEGINNING OF THE YEAR	<u>60,825</u>	<u>8,423</u>
CASH AT END OF THE YEAR	<u>\$ 51,767</u>	<u>\$ 60,825</u>
CASH IS COMPRISED OF THE FOLLOWING:		
Cash	\$ 46,397	\$ 56,715
Restricted cash	<u>3,500</u>	<u>4,110</u>
	<u>\$ 49,897</u>	<u>\$ 60,825</u>

The accompanying notes are an integral part of the financial statements.

# BROADWAY BUSINESS IMPROVEMENT DISTRICT

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2013

### 1. SIGNIFICANT ACCOUNTING POLICIES:

The Broadway Business Improvement District (BBID) has been established to provide for the continued revitalization of the Broadway Business area. Funding for this purpose is derived from a special assessment of taxes from those businesses located in the Broadway district and various fundraising activities. Its significant accounting policies are as follows:

#### Accounting Standards For Not-For-Profit Organizations (ASNFPO's)

These financial statements have been prepared in accordance with Part III of the CICA Handbook - Accounting ( "Part III" ) Accounting Standards for Not-For-Profit Organizations (ASNFPO's)

#### Fund Accounting

The BBID follows the restricted fund method of accounting for contributions.

The Unrestricted Fund accounts for the organization's program delivery and administrative activities. This fund reports unrestricted resources and restricted operating grants.

The Restricted Fund reports only restricted resources that are to be used for individual recognition purposes.

#### Stock and Supplies

Stock and supplies is recorded at the lower of cost or net realizable value.

#### Investments

Short-term investments are stated at the lower of cost or net realizable value with market value approximating cost.

Long-term investments are stated at cost unless there is a permanent impairment in the value of the investments, in which case the investment is reflected at net realizable value.

#### Capital Assets

Capital assets in excess of thresholds established by the BBID are recorded at cost. Donated tangible capital assets received are recorded at their fair market value at the date of contribution. These capital assets are amortized over the asset's estimated useful life using the diminishing balance method of amortization.



**BROADWAY BUSINESS IMPROVEMENT DISTRICT****NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2013**

## 1. SIGNIFICANT ACCOUNTING POLICIES - continued:

Net-Financial Assets:

Net-financial assets at the end of an accounting period are the net amount of financial assets less liabilities outstanding. Financial assets represent items such as cash and those other assets on hand which could provide resources to discharge existing liabilities or finance future operations. These include realizable assets which are convertible to cash and not intended for consumption in the normal course of operations.

Non-Financial Assets

Non-financial assets are accounted for as assets by the BBID because they can be used to provide services in future periods. These assets do not normally provide resources to discharge the liabilities of the BBID unless they are sold.

Use of Estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. Assumptions underlying deferred cost valuations are limited by the availability of reliable comparable data and the uncertainty concerning future events.

By nature, asset valuations are subjective and do not necessarily result in precise determinations. Should underlying assumptions change, the estimated net recoverable amount could change by a material amount.

Revenue recognition

Restricted contributions related to general operations are recognized as revenue of the General Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the restricted fund.

Unrestricted contributions are recognized as revenue of the General Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

**BROADWAY BUSINESS IMPROVEMENT DISTRICT****NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2013**

## 1. SIGNIFICANT ACCOUNTING POLICIES - continued:

Donated materials and services

The BBID utilizes the services of many volunteers and at times receives donated materials. The value of these volunteer services and donated materials are not recognized in the financial statements due to the difficulty in determining their extent and related value.

## 2. WALK OF STARS:

This externally restricted fund consists of donations to be used for the Walk of Stars program. This program is designed to recognize individuals who have made significant contributions to the Broadway District by having a commemorative Star created and placed in areas of the District designated for this purpose.

Only expenses relating to the creation, installation, and maintenance of the ceremonial Star and relating to the ceremony to unveil the Star can be paid for out of the externally restricted fund.

## 3. INVESTMENTS:

Investments are comprised of the following:

	<u>2013</u>	<u>2012</u>
Term deposits cashable within one year	\$ 33,042	\$ 40,476
Term deposits cashable after one year	<u>35,297</u>	<u>20,590</u>
	<u>\$ 68,339</u>	<u>\$ 61,066</u>

## 4. CAPITAL ASSETS:

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>		<u>Rate</u>
			<u>2013</u>	<u>2012</u>	
Computer	\$ 2,926	\$ 1,274	\$ 1,652	\$ 1,545	25%
Event related assets	3,298	682	2,616	824	20%
Office equipment	2,046	573	1,473	1,841	20%
Signage	<u>2,080</u>	<u>882</u>	<u>1,198</u>	<u>1,498</u>	20%
	<u>\$ 10,350</u>	<u>\$ 3,411</u>	<u>\$ 6,939</u>	<u>\$ 5,708</u>	

BROADWAY BUSINESS IMPROVEMENT DISTRICTNOTES TO THE FINANCIAL STATEMENTSDECEMBER 31, 2013

## 5. BANK INDEBTEDNESS:

The BBID has established a line of credit with a limit of \$10,000. The balance at December 31, 2013 is NIL.

## 6. LEASE COMMITMENT:

The BBID is committed to lease arrangements related to its office premises, expiring on September 14, 2014. The monthly lease cost is \$667 plus occupancy. At the expiration of the lease term, the BBID has an option to renew the lease for a further three year term at a rate to be negotiated at that time.

## 7. FINANCIAL INSTRUMENTS:

The BBID as part of its operations carries a number of financial instruments. It is management's opinion that the BBID is not exposed to significant interest, currency or credit risks arising from these financial instruments except as otherwise disclosed.

Fair Value

The carrying value of the BBID's cash and short-term investments, accounts receivable, accrued interest receivable and trade accounts payable approximates their fair value due to their short-term nature.

## 8. ECONOMIC DEPENDENCE:

The BBID relies on a significant amount of its funding from the City of Saskatoon in order to finance its operations. Without this funding, there would be doubt regarding the BBID's ability to sustain its current level of operating activities.

## 9. COMPARATIVE AND BUDGET FIGURES:

Certain of the prior year's figures, provided for the purpose of comparison, have been reclassified in accordance with the current year's presentation.

The budget figures included in the accompanying financial statements are unaudited and are derived from the budget approved by the BBID Board of Directors.



**JAMES H. STINN**

*Certified General Accountant*

*Prof. Corp.*

---

SUITE 300 – 820 51<sup>ST</sup> STREET EAST  
SASKATOON, SASKATCHEWAN S7K 0X8  
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E-MAIL [jstinn@sasktel.net](mailto:jstinn@sasktel.net)

**SUTHERLAND BUSINESS IMPROVEMENT DISTRICT**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2013**

**SUTHERLAND BUSINESS IMPROVEMENT DISTRICT  
INDEX TO THE FINANCIAL STATEMENTS  
DECEMBER 31, 2013**

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Statement of Financial Position	2
Statement of Revenues and Expenditures and Fund Balance	3
Statement of Changes in Financial Position	4
Notes to the Financial Statements	5

# JAMES H. STINN

Certified General Accountant

Prof. Corp.

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SASKATOON, SASKATCHEWAN S7K 0X8  
PHONE (306) 955-9977 FAX (306) 955-3633  
E-MAIL jstinn@sasktel.net

## INDEPENDENT AUDITOR'S REPORT

To the Members of Sutherland Business Improvement District:

I have audited the accompanying financial statements of Sutherland Business Improvement District which comprise the statement of financial position as at December 31, 2013 and the statements of revenues and expenditures, and fund balance, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Organization's responsibility for the Financial Statements

The Management is responsible for the preparation and fair presentation of these Financial Statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian Auditing Standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.


An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Sutherland Business Improvement District as at December 31, 2013 and its financial performance for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Saskatoon, Saskatchewan  
January 20, 2014

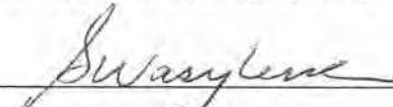


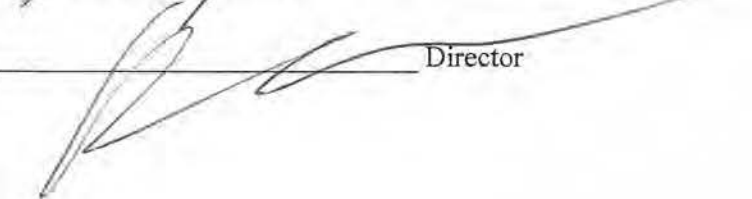
Certified General Accountant, Prof. Corp.

**SUTHERLAND BUSINESS IMPROVEMENT DISTRICT  
STATEMENT OF FINANCIAL POSITION  
AS AT DECEMBER 31, 2013**

	<u>2013</u>	<u>2012</u>
<b>ASSETS</b>		
<b>Current assets</b>		
Bank	\$ 80,581	\$ 79,516
Accounts receivable	<u>2,651</u>	<u>1,004</u>
	<u>\$ 83,232</u>	<u>\$ 80,520</u>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Accounts payable and accruals	\$ <u>2,978</u>	\$ <u>1,271</u>
<b>FUND BALANCES</b>		
<b>General fund</b>	<u>80,254</u>	<u>79,249</u>
	<u>\$ 83,232</u>	<u>\$ 80,520</u>

**APPROVED ON BEHALF OF THE BOARD:**

  
 \_\_\_\_\_ Director

  
 \_\_\_\_\_ Director

The accompanying notes are an integral part of these financial statements.

**SUTHERLAND BUSINESS IMPROVEMENT DISTRICT  
STATEMENT OF REVENUE AND EXPENDITURES AND FUND BALANCE  
FOR THE YEAR ENDED DECEMBER 31, 2013**

	<u>2013</u>	<u>2012</u>
<b>Revenue</b>		
Business assessments	\$ 25,526	\$ 20,434
Interest and other	<u>8</u>	<u>8</u>
	<u>25,534</u>	<u>20,442</u>
<b>Expenditures</b>		
Administrative support	152	244
Audit fees	1,324	1,312
Bank charges	193	0
Central Ave Master Plan Report	0	2,625
Contract Services (Exec Director)	17,158	13,600
Insurance	880	0
Membership fees	340	539
Newsletter and advertising	0	3,584
Office	625	93
Rent	200	0
Strategic planning	552	642
Street Signs	62	1,089
Telephone	659	604
Utilities	549	649
Website	0	711
Welcome train sign project	<u>1,836</u>	<u>893</u>
	<u>24,530</u>	<u>26,585</u>
<b>Net income (loss)</b>	1,004	(6,143)
<b>Fund balance, beginning of year</b>	<u>79,250</u>	<u>85,392</u>
<b>Fund balance, end of year</b>	<u>\$ 80,254</u>	<u>\$ 79,249</u>

The accompanying notes are an integral part of these financial statements:



**SUTHERLAND BUSINESS IMPROVEMENT DISTRICT  
STATEMENT OF CHANGES IN FINANCIAL POSITION  
FOR THE YEAR ENDED DECEMBER 31, 2013**

	<u>2013</u>	<u>2012</u>
<b>Operating activities</b>		
Net income	\$ 1,004	\$ (6,143)
Change in non-cash components of working capital:		
Accounts receivable	(1,647)	727
Accounts payable and accruals	<u>1,708</u>	<u>(895)</u>
<b>Increase in cash</b>	1,065	(6,311)
<b>Cash, beginning of year</b>	<u>79,516</u>	<u>85,827</u>
<b>Cash, end of year</b>	<u>\$ 80,581</u>	<u>\$ 79,516</u>

The accompanying notes are an integral part of these financial statements.

**SUTHERLAND BUSINESS IMPROVEMENT DISTRICT**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**AS AT DECEMBER 31, 2013**

**1. GENERAL**

The Sutherland Business Improvement District was established under the provisions of the Saskatchewan Urban Municipalities Act via a bylaw of the City of Saskatoon. The main function of the Sutherland Business Improvement District is to improve business in the Sutherland area of Saskatoon, Saskatchewan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Basis of presentation

The financial statements of the Organization have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Fund Accounting

The accounts of the Organization are maintained with the principles of "fund accounting" in order that limitations are placed on the use of available resources. Under fund accounting resources are classified for accounting purposes with specific objectives.

The General Fund accounts for the Organization's administrative activities. This fund reports unrestricted resources. This is the only fund that the Organization has.

Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates. Significant areas of estimation include allowance for doubtful accounts, estimated useful lives of tangible capital assets, impairment of long-lived assets, accrued liabilities, employee future benefits, and disclosure of contingencies.

Revenue and Expense Recognition

Revenue and expenses are recognized using the accrual basis of accounting. Revenue is recognized in the year of receipt.

Donation of Services

The Organization received a significant amount of volunteer services throughout the year. The monetary value of these services has not been recognized in these financial statements.

Financial instruments

The financial instruments of the Organization consist of cash, receivables, and payables. Unless otherwise noted, it is the Board's opinion that the Organization is not exposed to significant interest or credit risks arising from these financial instruments.

Income Taxes

Due to the nature of the activities as a non-profit organization, the Organization is exempt from income tax.

The accompanying notes are an integral part of these financial statements.

**RIVERSDALE BUSINESS IMPROVEMENT DISTRICT  
FINANCIAL STATEMENTS  
DECEMBER 31, 2013**

## **MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING**

The management of Riversdale Business Improvement District is responsible for management of the District. The accompanying financial statements have been prepared by management in accordance with Canadian Accounting Standards for Not-for-Profit Organizations, and necessarily include amounts which are based on informed judgment and management estimates. Financial data presented elsewhere in this annual report is consistent with that in the financial statements.

Ensuring the integrity and objectivity of financial information is an integral part of management's responsibility. Management maintains an appropriate system of internal accounting and administrative controls, policies and procedures to provide reasonable assurance that all transactions are authorized, financial records are complete and accurate, and assets are safeguarded against loss.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting. The Board has reviewed and approved these financial statements.

Davies & Drury Chartered Accountants, the District's independent auditors, have examined the financial statements of the District. Their responsibility is to conduct an independent and objective audit and to report on the fairness of presentation of the District's financial position and results of operations as shown in the financial statements. The Auditors' Report outlines the scope of their examination and their opinion.

On behalf of management,



---

Executive Director



## AUDITORS' REPORT

To the Members of  
Riversdale Business Improvement District

We have audited the accompanying financial statements of Riversdale Business Improvement District, which comprise the statement of financial position as at December 31, 2013 and the statements of operations, of changes in net assets and of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Managements' Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Riversdale Business Improvement District as at December 31, 2013 and the results of its operations and its cash flows for the year then ended in accordance with Canadian ASNFPO.



Chartered Accountants

June 16, 2014

**RIVERSDALE BUSINESS IMPROVEMENT DISTRICT**

**STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2013**

	<u>2013</u>	<u>2012</u>
<b><u>ASSETS</u></b>		
<b>CURRENT ASSETS:</b>		
Cash	\$ 99,381	\$ 77,737
Restricted cash	292	351
Short-term investments	59,407	58,396
Accounts receivable	16,353	17,769
Prepaid expenses	1,015	1,070
	<u>176,448</u>	<u>155,323</u>
PROPERTY AND EQUIPMENT (Note 3)	<u>5,195</u>	<u>6,834</u>
	<u>\$ 181,643</u>	<u>\$ 162,157</u>

**LIABILITIES AND NET ASSETS**

<b>CURRENT LIABILITIES:</b>		
Accounts payable and accrued liabilities	\$ 1,027	\$ 662
Deferred contributions	35,900	35,900
	<u>36,927</u>	<u>36,562</u>
<b>NET ASSETS:</b>		
Internally restricted net assets	292	351
Unrestricted net assets	144,424	125,244
	<u>144,716</u>	<u>125,595</u>
	<u>\$ 181,643</u>	<u>\$ 162,157</u>

Approved by the Board:

  
\_\_\_\_\_  
Director

  
\_\_\_\_\_  
Director

The accompanying notes are an integral part of the financial statements.



**RIVERSDALE BUSINESS IMPROVEMENT DISTRICT**

**STATEMENT OF OPERATIONS**

**FOR THE YEAR ENDED DECEMBER 31, 2013**

	<u>2013</u>	<u>2012</u>
<b>REVENUE:</b>		
City of Saskatoon surtaxes	\$ 144,279	\$ 138,436
Parking grant	35,900	35,900
Other grants	10,377	12,797
Interest income	1,557	1,836
Silent film festival	-	1,500
	<u>192,113</u>	<u>190,469</u>
<b>EXPENDITURES:</b>		
Advertising and promotion	13,754	12,742
Amortization	1,639	2,200
Bank charges and interest	461	307
Board meetings and education	5,403	7,186
Insurance	3,516	2,662
Memberships and dues	2,043	1,675
Office	4,687	5,991
Professional fees	7,183	6,560
Projects	1,155	278
Rent	5,100	5,620
Repairs and maintenance	3,570	4,055
Salaries and benefits	118,977	135,084
Seminars and conventions	2,266	3,393
Silent film festival	-	2,574
Telephone	3,179	2,509
	<u>172,933</u>	<u>192,836</u>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<u>\$ 19,180</u>	<u>\$ (2,367)</u>

The accompanying notes are an integral part of the financial statements.

**RIVERSDALE BUSINESS IMPROVEMENT DISTRICT**

**STATEMENT OF CHANGES IN NET ASSETS**

**FOR THE YEAR ENDED DECEMBER 31, 2013**

	<u>Internally restricted net assets</u>	<u>Unrestricted net assets</u>	<u>2013</u>	<u>2012</u>
Net assets at beginning of the year	\$ 351	\$ 125,244	\$ 125,595	\$ 128,027
Excess of revenue over expenditures	-	19,180	19,180	(2,367)
Net interest incurred on restricted cash	<u>(59)</u>	<u>-</u>	<u>(59)</u>	<u>(65)</u>
Net assets at end of the year	<u>\$ 292</u>	<u>\$ 144,424</u>	<u>\$ 144,716</u>	<u>\$ 125,595</u>

The accompanying notes are an integral part of the financial statements.



**RIVERSDALE BUSINESS IMPROVEMENT DISTRICT**

**STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED DECEMBER 31, 2013**

	<u>2013</u>	<u>2012</u>
<b>CASH FLOWS FROM (TO) OPERATING ACTIVITIES:</b>		
Excess of revenue over expenditures	\$ 19,180	\$ (2,367)
Net interest incurred on restricted cash	(59)	(65)
Item not affecting cash		
Amortization	1,639	2,200
Net change in non-cash working capital items:		
Accounts receivable	1,416	(8,724)
Prepaid expenses	55	83
Accounts payable and accrued liabilities	365	(1,955)
Deferred contributions	-	35,900
	<u>22,596</u>	<u>25,072</u>
 <b>CASH FLOWS FROM (TO) INVESTING ACTIVITIES:</b>		
Purchase of property and equipment	-	(688)
Net decrease in short-term investments	(1,011)	(908)
	<u>(1,011)</u>	<u>(1,596)</u>
 <b>INCREASE IN CASH DURING THE YEAR</b>	21,585	23,476
 <b>CASH AT BEGINNING OF THE YEAR</b>	<u>78,088</u>	<u>54,612</u>
 <b>CASH AT END OF THE YEAR</b>	<u>\$ 99,673</u>	<u>\$ 78,088</u>
 <b>CASH CONSISTS OF:</b>		
Cash in bank - unrestricted	\$ 99,381	\$ 77,737
Restricted cash	292	351
	<u>\$ 99,673</u>	<u>\$ 78,088</u>

The accompanying notes are an integral part of the financial statements.

# RIVERSDALE BUSINESS IMPROVEMENT DISTRICT

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2013

### 1. NATURE OF OPERATIONS:

Riversdale Business Improvement District is an unincorporated entity set up to revitalize the business district in the Riversdale area of Saskatoon, Saskatchewan. The District's mission statement is as follows: *to provide a mutually-beneficial business environment for participating members in the Riversdale Business Improvement District by promoting area development and celebrating our uniqueness and cultural diversity.*

No provision for income taxes has been made in these financial statements as the entity is a not-for-profit organization. To the extent the District maintains its not-for-profit status, no income taxes will be payable.

### 2. SIGNIFICANT ACCOUNTING POLICIES:

These financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

#### Property and Equipment

Property and equipment are recorded at cost. The District provides for amortization using the declining balance method at rates designed to amortize the cost of property and equipment over their estimated useful lives. The annual amortization rates are as follows:

Automotive	30%
Office equipment	20%
Office furniture and fixtures	20%
Computer equipment	45%
Maintenance equipment	20%

#### Revenue Recognition

The District follows the deferral method of accounting for contributions, which include grants and surtaxes. Contributions are recognized in the accounts when received or receivable if the amount to be received can be reasonably estimated and collection is assured. Unrestricted contributions are recognized as revenue when initially recorded in the accounts. Externally restricted contributions are deferred when initially recorded in the accounts and recognized as revenue in the year in which the related expenditures are recognized. Interest income or expense on restricted cash is recorded as a direct increase or decrease to internally restricted net assets.

#### Financial Instruments

##### Measurement of Financial Instruments

The District initially measures its financial assets and liabilities at fair value.

The District subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Financial assets measured at amortized cost include cash and restricted cash, short-term investments and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.



**RIVERSDALE BUSINESS IMPROVEMENT DISTRICT****NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2013****2. SIGNIFICANT ACCOUNTING POLICIES - continued:****Financial Instruments - continued****Impairment**

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in the statement of operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of operations.

**Risks and Concentrations**

The District as part of its operations carries a number of financial instruments. It is management's opinion that the District is not exposed to significant interest or credit risks arising from these financial instruments, except as follows:

**Credit Risk**

The District is exposed to credit risk in connection with its accounts receivable because of the risk that one party to the financial instrument may cause a financial loss for the other party by failing to discharge an obligation. At year end, accounts receivable is substantially all due from the City of Saskatoon.

**Measurement Uncertainty**

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Assumptions underlying deferred cost valuations are limited by the availability of reliable comparable data and the uncertainty concerning future events.

By nature, asset valuations are subjective and do not necessarily result in precise determinations. Should underlying assumptions change, the estimated net recoverable amount could change by a material amount.

**3. PROPERTY AND EQUIPMENT:**

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	
			<u>2013</u>	<u>2012</u>
Automotive	\$ 8,555	\$ 7,957	\$ 598	\$ 855
Office equipment	14,624	12,833	1,791	2,239
Office furniture and fixtures	2,931	2,625	306	382
Computer equipment	3,604	3,194	410	745
Maintenance equipment	12,306	10,216	2,090	2,613
	<u>\$ 42,020</u>	<u>\$ 36,825</u>	<u>\$ 5,195</u>	<u>\$ 6,834</u>

**RIVERSDALE BUSINESS IMPROVEMENT DISTRICT**

**NOTES TO THE FINANCIAL STATEMENTS**

**DECEMBER 31, 2013**

**4. RELATED PARTY TRANSACTIONS:**

The District paid rent of \$0 (2012 - \$520) to a board member during the year for the use of garage space.

The transaction was in the normal course of operations and has been valued in these financial statements at the exchange amount which is the amount of consideration established and agreed to by the related parties.

**5. ECONOMIC DEPENDENCE:**

The District's principal sources of revenue consist of grants and an allocation of property taxes from the City of Saskatoon. The city levies a surtax on property taxes based upon the District's budget for the following year. The District is dependent upon the city for the collection and transfer of this revenue.



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **New Building Canada Fund and Federal Gas Tax Fund**

#### **Recommendation of the Committee**

That the capital projects identified in the August 18, 2014 report of the CFO/General Manager, Asset and Financial Management Department, be approved for submission to the appropriate authorities for funding from the New Building Canada Fund or the Gas Tax Fund.

#### **History**

At the August 18, 2014 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset & Financial Management Department was considered regarding the above matter.

#### **Attachment**

Report of the CFO/General Manager, Asset & Financial Management [Files CK. 1860-1 and AF1860-1 and 1860-1-1]

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## **New Building Canada Fund and Federal Gas Tax Fund**

### **Recommendation**

that the SPC on Finance recommend that City Council approve the capital projects identified in this report for submission to the appropriate authorities for funding from the New Building Canada Fund or the Gas Tax Fund.

### **Topic and Purpose**

The purpose of this report is to request City Council's approval to submit the projects contained within this report for funding under the New Building Canada Fund (NBCF) and the Gas Tax Fund (GTF).

### **Report Highlights**

1. The Administration has identified priority projects to submit for funding from the NBCF and GTF.

### **Strategic Goal**

The recommendations in this report support the Strategic Goal of Asset and Financial Sustainability under the four-year priority of developing funding strategies for expenses related to new capital expenditures.

### **Background**

On February 13, 2014, the Government of Canada announced the implementation of the New Building Canada Plan, which is a new long-term infrastructure program. This new plan includes the NBCF and the GTF. The new plan also includes the P3 Canada Fund (Attachment 1). The City is eligible to apply for funding under the two components within the NBCF: the National Infrastructure Component, which is merit-based, and the Funding for National/Regional Projects under the Provincial-Territorial Infrastructure Component (PTIC).

The NBCF is designed to provide federal financial support for eligible infrastructure projects. There are three eligible project categories that are most relevant to the City of Saskatoon (City) at this time: (a) Highway & Major Roads; (b) Public Transit; and (c) Water & Wastewater.

As noted, the New Building Canada Plan also includes the Federal GTF. The new plan makes the GTF a permanent, per capita, funding source for eligible municipal infrastructure projects. The renewed GTF expands eligible projects to include recreation and cultural infrastructure in addition to the traditional transportation and water and wastewater projects.

The Administration has discussed capital project priorities with the Executive Committee on numerous occasions. This report brings forward those project priorities that meet

criteria within the New Building Canada Plan and provide the opportunity for the City to maximize both Federal and Provincial contributions under this program.

## **Report**

The Administration is developing a Major Transportation Infrastructure Funding Plan (Plan). The purpose of the Plan is to fund many transportation projects that are currently a very high priority for the City, and will provide a positive impact on the quality of life for many citizens.

The Plan is intended to provide funding for several current and future transportation projects. This includes funding for the North Commuter Parkway and Traffic Bridge, several interchanges, a one-time contribution to both the Bridge Major Repair Reserve (to assist in funding the University Bridge repairs), and the City's proposed Bus Rapid Transit (BRT) system. The Plan includes funding from various sources, including the NBCF, the GTF and the P3 Canada Fund.

## New Building Canada Fund

As part of the Plan development, the Administration reviewed all eligible capital projects. It has selected those projects that are currently a very high priority for the City, as well as those that will maximize the federal and provincial contributions from the PTIC of the NBCF.

The NBCF is a ten-year program divided into two five-year phases. Total funding for Saskatchewan under the PTIC ten-year program is \$437M, covering both the Funding for National/Regional Projects and the Small Communities Fund. The Funding for National/Regional Projects is available for eligible projects submitted by the province, and eligible groups within the cities of Regina and Saskatoon (municipal governments, non-profit and for-profit organizations). In the Administration's view, it would not be unreasonable to expect that the City could be eligible to receive in excess of \$175M over the ten-year time frame.

The Administration has selected four major road projects for submission and consideration under the first phase of the PTIC in an effort to maximize the potential funding. Although provinces are not required to provide matching funding under the PTIC, the province has indicated that it will provide matching funding to municipal infrastructure projects that help to achieve provincial objectives and interests. Saskatchewan's Ministry of Highways and Infrastructure, responsible for administering the PTIC, has a particular interest in road/interchange projects, especially if they form part of the National Highway System, or have a prominent regional role.

The projects that the Administration is proposing to submit to the Ministry of Highways and Infrastructure for PTIC funding are:

- McOrmond and Highway 5 Interchange
- Boychuk and Highway 16 Interchange
- Marquis Drive and Idylwyld Interchange
- Marquis Drive and Highway 16 Interchange



The total estimated value of these interchange projects is \$150M. To fund these projects, the City is anticipating that \$50M would come from Federal PTIC, a matching \$50M from the provincial government, and \$50M from the City. The City's portion of funding will come from the Interchange Levy, which is currently being collected from all new lots in the surrounding sectors, and specific development charges within servicing agreements with developers within the neighbourhoods of Rosewood and Brighton.

In addition to the interchanges, the Administration is proposing to submit two transit projects under the NBCF:

- the proposed BRT
- Transit Bus Replacements

While these two projects are not totally quantified at this time, they will ensure the City receives maximum funding under the NBCF.

### Gas Tax Fund

Effective July 22, 2014, the City entered into an Administrative Agreement on the GTF for a ten-year term (2014 through 2023) with Saskatchewan's Ministry of Government Relations. Under this agreement, the City will receive \$65.6M from 2014 to 2018, and funding beyond this term based on federal census population counts has not yet been determined. Future GTF allocations will be determined after the 2016 federal census results are tabulated.

In an effort to maximize the funding potential, the Administration reviewed all eligible capital projects and selected projects that are currently funded by the Water Capital Reserve or Wastewater Capital Reserve. Water and Wastewater capital projects are fully funded by rates charged for these services. For any Water Utility projects that receive GTF funding, an equivalent amount will be paid from the Utility to the City's General Revenue, thus making this funding available to City Council for re-allocation to other capital projects. This approach will not have any effect on the rates charged to the customer for these services.

The projects that the Administration is proposing to submit to the Ministry of Government Relations for GTF funding are:

- Odour Abatement System – Capital Project 1234
- Lift Station Upgrades – Capital Project 1243
- Wastewater Relining Cell 2, 3, 4, 6 – Capital Projects 2226, 2228, 2566 and 2567
- Water Treatment Plant-Primary 25kVa Loop – Capital Project 2229
- Filter Plant Underdrain Upgrade – Capital Project 2220
- Clarifier Tube Settlers – Capital Project 2558
- Sand Separators – Capital Project 2559
- Clarifier Construction – Capital Project 2562
- Low Lift Upgrade – Capital Project 2563
- Drain Line – Capital Project 2564



- Transfer Pumping and Electrical Upgrades – Capital Project 2565
- Chlorine Room Capacity Upgrade – Capital Project 2571

### **Options to the Recommendation**

City Council could ask the Administration to review different projects to determine eligibility for funding.

### **Public and/or Stakeholder Involvement**

There is no public or stakeholder involvement required at this time.

### **Communication Plan**

There is no communication plan required at this time.

### **Financial Implications**

Projects approved under the NBCF will also require funding by the City. The City's share will be accommodated through the Major Transportation Infrastructure Funding Plan. This plan will likely require future contributions from property taxes.

### **Other Considerations/Implications**

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

### **Due Date for Follow-up and/or Project Completion**

There is no follow-up required.

### **Public Notice**

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

### **Attachment**

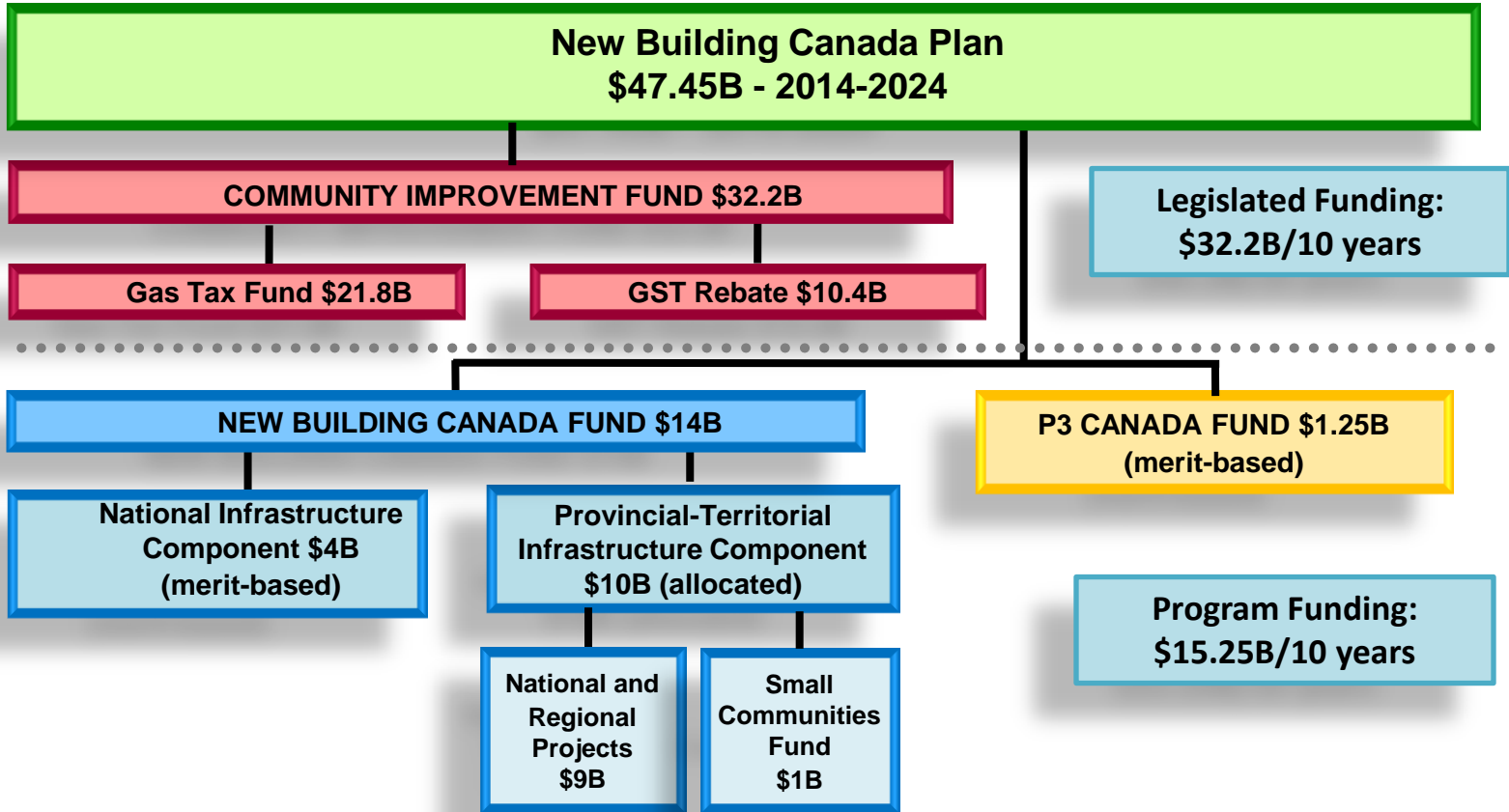
1. Fact Sheet: New Building Canada Plan Framework.

### **Report Approval**

Written by: Linda Andal, Director of Financial Planning

Approved by: Marlys Bilanski, CFO/General Manager, Asset & Financial Management Department

Approved by: Murray Totland, City Manager





## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Request for Lease Buyout – Motor Grader for Public Works**

#### **Recommendation of the Committee**

1. That the purchase agreement submitted by Kramer Limited for the lease buyout of a 2008 Caterpillar 140M Motor Grader at a total cost of \$176,116.44 (including GST and PST) be approved; and
2. That Purchasing Services be requested to issue the appropriate purchase order.

#### **History**

At the August 18, 2014 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset & Financial Management Department was considered regarding the above matter.

#### **Attachment**

Report of the CFO/General Manager, Asset & Financial Management [Files CK. 1390-1 and AF1390-1]

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## Request for Lease Buyout – Motor Grader for Public Works

### Recommendation

that the SPC on Finance recommend that City Council:

1. approve the purchase agreement submitted by Kramer Limited for the lease buyout of a 2008 Caterpillar 140M Motor Grader at a total cost of \$176,116.44 (including GST and PST); and
2. request that Purchasing Services issue the appropriate purchase order.

### Topic and Purpose

The purpose of this report is to obtain approval for the lease buyout of a motor grader for Public Works (Roadways).

### Report Highlights

1. Fleet Services, at the request of Public Works (Roadways) rented a Caterpillar motor grader (with intuitive steering control) to assess its suitability over the 2013/2014 winter season.
2. Public Works (Roadways) has determined that the unit is an essential addition to its fleet.
3. Kramer Limited has offered to apply 100% of the seasonal lease amount toward the purchase.

### Strategic Goals

The recommendations in this report support the long-term strategy to ensure roads and bridges are maintained in working order and in a state of good repair under the Strategic Goal of Moving Around.

These recommendations also contribute to the Success Drivers of Infrastructure Maintenance and Efficient Road Systems, through the four-year priority of establishing service levels for repair and maintenance of our roads and bridges.

### Background

City expansion and increased roadway infrastructure, combined with increased traffic flow, have necessitated innovative approaches for roadway maintenance and additional fleet and resources to manage this growth.

Fleet Services was requested by Public Works (Roadways) to lease an additional motor grader to meet demands of this growth for an eight-month period last winter, and at the same time, to trial new grader steering and implement technology (intuitive steering control). Currently, all of the City of Saskatoon's (City) motor grader fleet has steering wheels and levers for controlling implements. Industry trend is moving away from this old technology and into multi-joystick control, with benefits of increased sensitivity and control, greater precision and equipment control, and significantly reduced operator fatigue with 78% reduced hand, wrist, and arm movement.

## **Report**

Following the eight-month trial lease through the period ending June 2014, Public Works has determined that the Caterpillar motor grader with intuitive steering control is essential for its operations to meet capacity requirements, and for operator acceptance and preference to reduce operator fatigue and error.

In making a decision for this procurement, the following information was taken into consideration:

- The cost to procure a brand new motor grader is \$300,000.
- The current life cycle is approximately 15 - 20 years.
- A leased motor grader has less than 7,000 hours. Average accumulated hours per year for the City's motor grader fleet is 1,000 hours.
- A new lease is taken out on a motor grader each year. The leased grader has to be fit up for snow removal application involving the installation of snow wings and associated controls and hydraulic lines, and the installation of wear bars on the underside of sliding equipment. The cost for fit up for snow removal equipment for each unit is between \$6,000 - \$10,000.

Kramer Limited has offered to apply 100% of the paid lease amount toward the purchase of the unit.

Fleet Services deems the purchase price to be fair, based on the year and hours of the unit. The Administration is recommending the lease buyout of the 2008 Caterpillar 140M Motor Grader in order to take advantage of the 100% lease payment application to purchase option on the rental agreement.

## **Options to the Recommendation**

Options considered were the continued re-leasing of motor graders on an annual basis. This option does not take advantage of annual savings on fit-up costs, and the capital cost reduction of having 100% of the lease payments applied to the purchase price, as well as the benefit of having the equipment for use year round.

## **Public and/or Stakeholder Involvement**

Public and/or stakeholder involvement is not required.

## **Communication Plan**

A communications plan is not required.

## **Policy Implications**

The requested approval is in accordance with Policy No. C02-030, Purchase of Goods, Services and Work; Policy No. A02-027, Corporate Purchasing Procedure; and Bylaw No. 8174, The City Administration Bylaw, 2003.

## Financial Implications

The net cost to the City for the buy out purchase of a 2008 Caterpillar 140M Motor Grader is as follows:

<b>Equipment</b>	<b>Price</b>
2008 Caterpillar 140M Motor Grader	\$172,700.00
Less rent paid	(36,000.00)
Plus interest*	8,958.00
Outstanding leased repair work orders	14,447.86
Taxable balance	160,105.86
GST	8,005.29
PST	8,005.29
Total contract price	\$176,116.44
GST rebate	(8,005.29)
<b>Net Cost to the City</b>	<b><u>\$168,111.15</u></b>

\*Interest is charged at 3% over the bank's daily posted Prime Rate and is calculated on the declining balance from October 29, 2013 to August 30, 2014.

There is sufficient funding within the 2014 approved Capital Project 1356 Snow & Ice Management Equipment Acquisition for this procurement.

## Other Considerations/Implications

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

## Due Date for Follow-up and/or Project Completion

The leased purchase agreement submitted by Kramer Limited expires on August 30, 2014. It is the intention of Fleet Services to have this procurement in place prior to this expiration date.

## Public Notice

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

## Report Approval

Written by: Rod McKenzie, Manager of Fleet Services  
Reviewed by: Tim Halstead, Director of Facilities & Fleet Management  
Approved by: Marlys Bilanski, CFO/General Manager, Asset & Financial Management Department  
Approved by : Murray Totland, City Manager



# **STANDING POLICY COMMITTEE ON TRANSPORTATION**

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## **Expansion of School Zone – 20<sup>th</sup> Street between Avenues M and O**

### **Recommendation of the Committee**

That the existing school speed zone for the St. Mary's Education and Wellness Centre be expanded to include 20<sup>th</sup> Street West from Avenue M South to Avenue O South.

### **History**

At the August 19, 2014, Standing Policy Committee on Transportation meeting, a report from the Transportation & Utilities Department was considered regarding the above matter.

### **Attachment**

Transportation & Utilities Department Report - File CK. 5200-5

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## **Expansion of School Zone - 20<sup>th</sup> Street between Avenues M and O**

### **Recommendation**

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

That the existing school speed zone for the St. Mary's Education and Wellness Centre be expanded to include 20<sup>th</sup> Street West from Avenue M South to Avenue O South.

### **Topic and Purpose**

This report requests approval to expand the existing school zone for the St. Mary's Education and Wellness Centre in order to improve pedestrian safety.

### **Report Highlights**

1. A number of students use the intersections of Avenue N and Avenue O to cross to the school site.
2. Designating this section of 20<sup>th</sup> Street as a school zone will reduce speed and improve safety for pedestrians.

### **Strategic Goal**

This report supports the City of Saskatoon Strategic Goal of Moving Around, to provide pedestrian safety and optimize the flow of people and goods in and around the city.

### **Background**

A request was received from the principal of St. Mary's Education and Wellness Centre and members of the school board to expand the school zone to include 20<sup>th</sup> Street as a number of their students live and cross 20<sup>th</sup> Street every day to attend school.

### **Report**

Transportation reviewed the request for an expansion of the school zone along 20<sup>th</sup> Street between Avenue M and Avenue O. A number of site reviews confirmed that students are using the intersections of Avenue N and Avenue O to cross to the school site located at 327 Avenue N South. As a result of the review, Transportation is recommending the expansion of the school zone on 20<sup>th</sup> Street between Avenue M and Avenue O as shown in Attachment 1.

The school zone will be marked with the standard signage to create awareness of the reduced speed zone.

### **Public and/or Stakeholder Involvement**

On May 22, 2014, a public meeting was held with representatives from the St. Mary's Education and Wellness Centre, area residents, and the Community Association to



discuss their concerns regarding pedestrian safety along 20<sup>th</sup> Street. All supported the expansion of the school speed zone onto 20<sup>th</sup> Street.

**Communication Plan**

A Public Service Announcement will be released to inform motorists of the reduced speed school zone.

**Policy Implications**

The expansion of the St. Mary’s Education and Wellness Centre speed zone is in accordance with Policy C07-015, Reduced Speed Zones for Schools.

**Financial Implications**

The cost to install the school speed zone signage is approximately \$1,000. Funding is available within approved Capital Project #1506 - Traffic Signing Replacement.

Budgeted	Unbudgeted	Capital	Operating	Non-Mill Rate	External Funding
X		\$1,000			

**Other Considerations/Implications**

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

**Due Date for Follow-up and/or Project Completion**

If approved, the school speed zone signage will be installed prior to September 1, 2014. In addition, the Administration is conducting additional reviews of further measures to improve the safety of pedestrians in the area and will provide recommendations in September 2014.

**Public Notice**

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

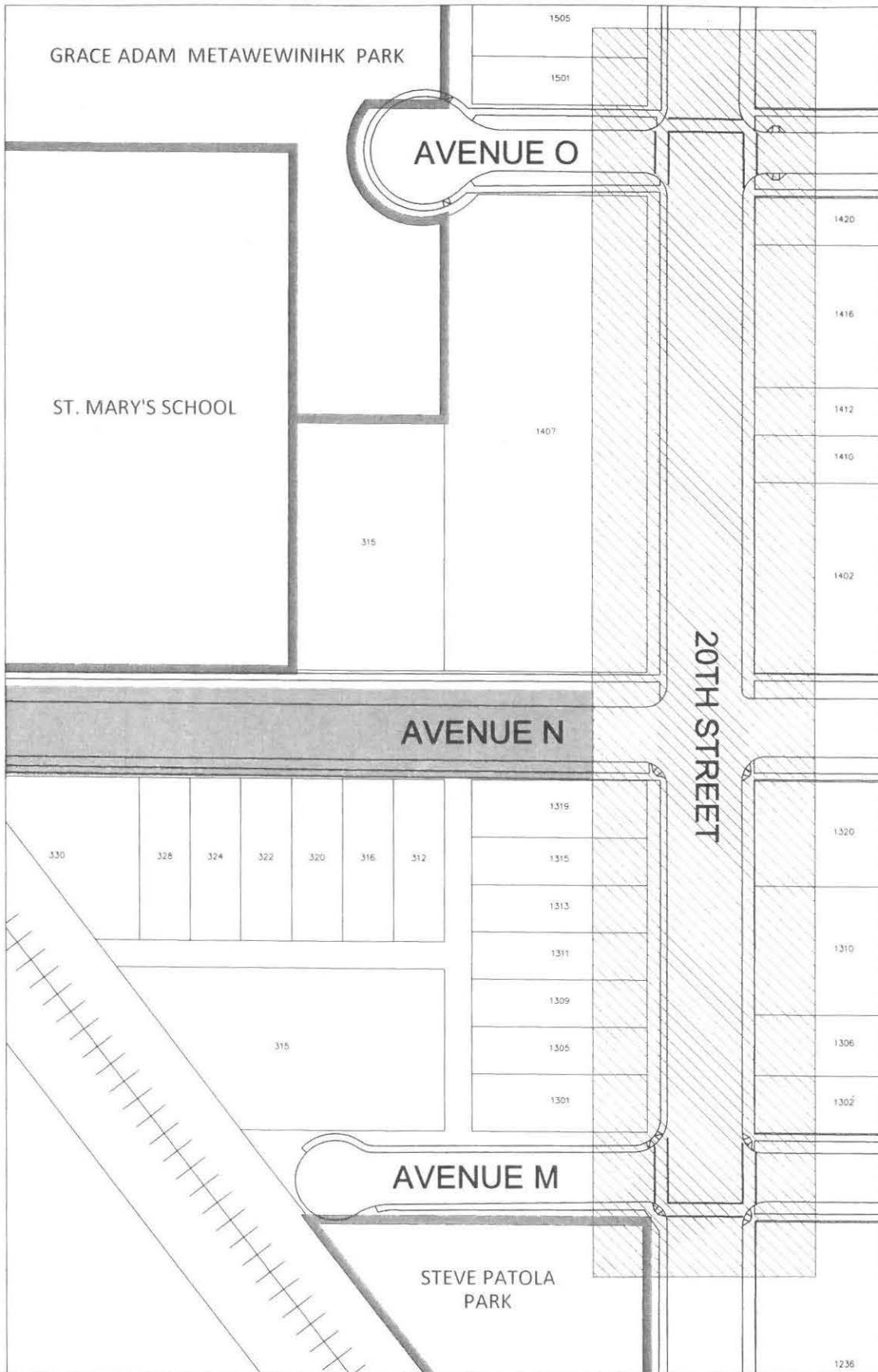
**Attachment**

- 1. Proposed Expansion to St. Mary’s School Zone

**Report Approval**

Written by: Justine Nyen, Traffic Safety Engineer, Transportation  
Reviewed by: Angela Gardiner, Director of Transportation  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities Department

PROPOSED EXPANSION TO ST. MARY'S SCHOOL ZONE



EXISTING SCHOOL ZONE



PROPOSED ADDITION TO SCHOOL ZONE



# **STANDING POLICY COMMITTEE ON TRANSPORTATION**

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## **Permanent U-Pass Program with Saskatchewan Indian Institute of Technologies**

### **Recommendation of the Committee**

1. That the Administration be directed to finalize an agreement with the Saskatchewan Indian Institute of Technologies for a U-Pass Program based on the terms of this report; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

### **History**

At the August 19, 2014, Standing Policy Committee on Transportation meeting, a report from the Transportation & Utilities Department was considered regarding the above matter.

### **Attachment**

Transportation & Utilities Department Report - File CK. 7312-1

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## **Permanent U-Pass Program with Saskatchewan Indian Institute of Technologies**

### **Recommendation**

1. That the Administration be directed to finalize an agreement with the Saskatchewan Indian Institute of Technologies for a U-Pass Program based on the terms of this report; and,
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

### **Topic and Purpose**

Administrations from both Saskatoon Transit and the Saskatchewan Indian Institute of Technologies (SIIT) have deemed the pilot U-Pass Program a success. Your Administration seeks approval to finalize an agreement with the SIIT for a permanent U-Pass Program.

### **Report Highlights**

1. The pilot U-Pass Program with SIIT, approved by City Council on December 5, 2011, was in effect from January 1, 2012 to December 31, 2012 with further extensions granted until May 31, 2014.
2. The new agreement would put into place a permanent U-Pass Program for the SIIT students.

### **Strategic Goals**

The recommendations in this report support the long-term strategy for Saskatoon Transit of attracting and retaining new ridership which builds on the Strategic Goals of Moving Around and Environmental Leadership.

### **Background**

In September 2011, Saskatoon Transit and SIIT entered into discussions with the intent of establishing a U-Pass Program for the students attending the institute and to be designed similar in nature to the U-Pass Program currently in place for students attending the University of Saskatchewan.

On December 5, 2011, City Council approved a pilot U-Pass Program which ran from January 1, 2012 to December 31, 2012 with further extensions granted until May 31, 2014. The pricing for the winter semester 2014 (January 1, 2014 to May 31, 2014), the final semester of the pilot program, was set at \$112.23.

## **Report**

### Pilot U-Pass Program

Administration from both SIIT and Saskatoon Transit spoke on June 30, 2014, to discuss the pilot U-Pass Program. Both administrations agreed that the pilot U-Pass Program was a success and deemed it appropriate to move toward a permanent U-Pass Program for students at SIIT.

Survey results from SIIT obtained prior to the implementation of the pilot U-Pass Program, showed that out of the 126 students surveyed, 49 used an adult monthly pass, 4 used a student semester pass, 60 indicated they use Saskatoon Transit daily, and 113 indicated they would be in favour of the U-Pass Program. Adoption of the U-Pass Program requires all students enrolled to participate, representing roughly 200 students and an increase in pass sales of 147 (based on the 2011 survey results).

### U-Pass Program Agreement

The business terms between Saskatoon Transit and SIIT will be based on the current agreement. The key terms of this agreement are as follows:

- The program is mandatory with exceptions to those living outside City limits, enrolled exclusively in distance education courses, holding a disabilities parking pass, participating in Adult Basic Education Programs whose education expenses are covered under the Province of Saskatchewan's Provincial Training Allowance, or enrolled in the welding program.
- The rates that will be charged and collected by the institution will be \$112.23 per student per fall 2014 semester pass. This price will increase yearly by the Municipal Price Index (MPI) and will take effect for the winter semester prices.
- Either party can terminate the agreement by providing 30-day's notice to the other party.
- The program requires either unique passes or stickers on student cards.
- A student that graduates or leaves the institution loses the transit pass privileges.
- The institution is responsible for the handling and distribution of the passes and reporting on this to Saskatoon Transit.

### **Options to the Recommendation**

The available options would be to discontinue the U-Pass Program with SIIT or extend the trial period for one year. These options are not being recommended at this time since the U-Pass Program with SIIT has proven to be both effective and well received.

### **Public and/or Stakeholder Involvement**

The body of this report outlines engagement with Saskatchewan Indian Institute of Technologies as an important Saskatoon Transit stakeholder.

### **Communication Plan**

Accessible, clear and concise information on Transit routes and schedules, along with the advantages of travelling on transit will help SIIT students realize the full potential of

their U-Pass. This information is available on the City's website ([www.saskatoon.ca](http://www.saskatoon.ca) and click on "T" for Transit) through Click and Go and Google Transit.

### **Financial Implications**

The U-Pass will increase ridership, remain revenue neutral for Saskatoon and provide cost-effective transportation for students of the institution. The U-Pass price per term for SIIT will be as follows and will increase yearly based on increases in the MPI:

September 1, 2014 – December 31, 2014 (fall term) – \$112.23

January 1, 2015 – April 30, 2015 (winter term) – \$115.85

These values will increase yearly based on increases in the MPI.

During the trial period, there were approximately 150 passes sold per term to SIIT students. Based on these numbers, it is estimated that \$34,200 in revenue will be earned in the first year of the agreement. Since this amount represents a decrease in sales from other fare types, there will be no net increase in operating revenue.

The proposed U-Pass Program for the SIIT has been based on an existing template for groups and institutions pursuing similar agreements. These partnerships have the potential to increase ridership for Saskatoon Transit. The U-Pass Program is financially viable as there will be an increase in the passes purchased by students who attend classes at SIIT.

The Administration is confident that, at this time, there will be no incremental cost for bus operations to Saskatoon Transit for implementing a U-Pass Program for SIIT. However, as ridership increases through subsequent U-Pass Programs, additional buses and service hours may be required subject to the number of new riders, the time of day new riders use the bus, and which part of the city new riders are transporting to and from.

### **Environmental Implications**

The U-Pass Program will provide a positive environmental impact as a result of reducing greenhouse gas emissions.

When looking at the commuting patterns of the students surveyed, 38 did not use Saskatoon Transit as their primary mode of transportation for their daily commute to classes. The result of having 38 fewer vehicles making the daily commute to school would reduce greenhouse gas emissions by 23.4 tonnes annually. This result was based on Statistics Canada's 2006 Census, which indicates the average daily commute in Saskatoon was 5 km one way, Canadian average motor vehicle fuel economy of 21 mpg/City and 200 days of classes for the school year. There could be a further reduction if these 38 students choose to use Saskatoon Transit on the weekends.

### **Other Considerations/Implications**

There are no policy, privacy, or CPTED implications.

**Due Date for Follow-up and/or Project Completion**

If approved, consultation with SIIT will occur yearly, starting in one-year's time, to discuss the U-Pass Program's success and determine any possible improvements.

**Public Notice**

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

**Report Approval**

Written by: Mike Moellenbeck, Accounting Coordinator  
Reviewed by: Bob Howe, Director of Saskatoon Transit  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department

TRANS - Permanent U-Pass Program with Saskatchewan Indian Institute of Technologies



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## Inquiry – Councillor P. Lorje (July 18, 2012) – Establishment of “Park-and-Ride” Sites in New Neighbourhoods

### **Recommendation of the Committee**

That the information be received.

### **History**

At the August 19, 2014, Standing Policy Committee on Transportation meeting, a report from the Transportation & Utilities Department was considered regarding the above matter.

### **Attachment**

Transportation & Utilities Department Report - File CK. 7300-1



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## **Inquiry – Councillor P. Lorje (July 18, 2012) - Establishment of “Park-and-Ride” Sites in New Neighbourhoods**

### **Recommendation**

That the report of the General Manager, Transportation & Utilities Department dated August 19, 2014, be forwarded to City Council for information.

### **Topic and Purpose**

The purpose of this report is to provide the Administration’s intention for fully answering this inquiry.

### **Report Highlights**

A detailed review of potential locations and configuration for park-and-ride facilities, and their relationship with transit stations and terminals, will be conducted through the *Growing Forward! Shaping Saskatoon* initiative.

### **Strategic Goal**

This report supports the Strategic Goal of Moving Around through continued improvement of the transit system and the long-term strategy by utilizing park-and-ride facilities where they complement transportation demand, the City’s future Rapid Transit system and the supporting transit network.

### **Background**

The following inquiry was made by Councillor P. Lorje at the meeting of City Council held on July 18, 2012:

“Will the Administration please report on the possibility of establishing “park-and-ride” sites in new neighbourhoods on a go-forward basis, and also the possibility of retro-fitting transit terminals so that we can encourage people to car pool for out-of-town employment destinations, as well encourage increased transit usage.”

### **Report**

A Transit Plan is currently being developed as a part of the *Growing Forward! Shaping Saskatoon* initiative. The Transit Plan will review current and projected travel markets to explore opportunities for making future transit service in Saskatoon a more attractive choice for daily travel needs. Potential system investments will be targeted to where there is the greatest potential for supporting ridership and key transit markets. As such, a combination of different transit services and configurations will be explored to meet

the different travel needs of people in Saskatoon. Park-and-ride will be considered as one of the different service options and high level concepts. Potential markets and desirable locations for park-and-ride amenities will be identified.

The Transit Plan and related public engagement through the *Growing Forward! Shaping Saskatoon* initiative will be completed by the end of 2015. Upon adoption of the Transit Plan, it is expected that the City will then begin the process of detailed design and implementation. The details of proposed park-and-ride sites will be established at that time. The Administration feels it is critical to have a comprehensive and integrated approach to the future of Saskatoon Transit, including possible inclusion of park-and-ride locations.

### **Public and/or Stakeholder Involvement**

Engagement regarding the Transit Plan is being completed through the *Growing Forward! Shaping Saskatoon* initiative. Detailed options for long-term transit services in Saskatoon will be vetted publicly in the fall 2014 and a preferred Transit Plan option will be identified for incorporation into the *Growth Plan to Half a Million*.

Detailed development of park-and-ride options for implementation may occur after the completion of the Transit Plan, if recommended, and targeted stakeholder engagement will occur at that time.

### **Communication Plan**

At such a time as park-and-ride plans are being developed, a communication plan will be developed and implemented.

### **Financial Implications**

The financial implications of incorporating park-and-ride into Saskatoon Transit services may not be estimated at this time. They will be considered at a high level with the completion of the Transit Plan through the *Growing Forward! Shaping Saskatoon* initiative and in detail pending development of park-n-ride options when the Transit Plan has been adopted.

### **Other Considerations/Implications**

There are no options, policy, environment, privacy or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

No follow-up is required.

### **Public Notice**

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

**Report Approval**

Written by: Chelsea Lanning, Engineer-in-Training, Transit Planning Engineer  
Community Services Department

Reviewed by: Bob Howe, Director of Saskatoon Transit

Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department

TRANS - Inquiry-Councillor P. Lorje (July 18, 2012) Establishment of Park-and-Ride Sites in New Neighbourhoods



# **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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## **2013 Annual Report – Saskatoon Environmental Advisory Committee**

### **Recommendation of the Committee**

That the information be received.

### **History**

At the August 19, 2014, Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the Chair of the Saskatoon Environmental Advisory Committee was considered regarding the above matter.

### **Attachment**

2013 Annual Report - Saskatoon Environmental Advisory Committee [File CK. 430-19]

5.2.2

## CITY OF SASKATOON

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### Office of the City Clerk

To: Deputy City Clerk, SPC on  
Environment, Utilities and  
Corporate Services

Date: June 17, 2014

Phone: 975-3240

Our File: CK. 430-19

From: **Kathy O'Brien, Secretary**  
Saskatoon Environmental Advisory Committee Your File:

**Re: 2013 Annual Report – Saskatoon Environmental Advisory Committee**

Attached is the 2013 Annual Report of the Saskatoon Environmental Advisory Committee (SEAC) as prepared by the Committee Chair, Dr. Michael Hill.

By copy of this memo, I am advising Dr. Hill that you will be in contact with him as to when the item will be before the Standing Policy Committee on Environment, Utilities and Corporate Services.

YD

/ko

cc: Dr. Michael Hill, [cristinamichaelhill64@gmail.com](mailto:cristinamichaelhill64@gmail.com)  
Director of Environmental & Corporate Initiatives

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Memorandum

**City of Saskatoon  
Saskatoon Environmental Advisory Committee (SEAC)  
2013 Annual Report**

## **INTRODUCTION**

**Purpose:** The function of the Committee is 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. SEAC was formed in 1973 by City Council, and has been actively pursuing its mandate since that time, with the expertise of a dedicated, diverse, and knowledgeable roster of members.

SEAC has established that they will:

1. Be aware of the resources available to the City of Saskatoon for dealing with environmental issues.
2. Prepare and publish an annual report on the activities of the Committee over the past year.
3. Encourage liaisons between the City of Saskatoon and environmental agencies serving higher levels of government.

**Reporting Relationship:** The Environmental Advisory Committee reports to the Administration and Finance Committee.

**Composition:** The Committee consists of 11 members, including one City Councillor, one representative of the Saskatoon Health Region, and nine additional members appointed by City Council.

Members are appointed for two-year terms, which are renewable up to six years. In the event that a member fails to complete his/her term, a replacement may be named to complete that term. New appointments are made by City Council upon resignation of a member and on expiration of the term of public appointments.

**Meetings:** The Committee meets at 11:30 am on the second Thursday of each month except for July, August and December.

## **THE YEAR IN REVIEW**

Appointments and Reappointments made by City Council for 2013

Ms. Kathleen Aikens  
Mr. J. Michel Fortier  
Dr. Michael Hill  
Mr. Sean Homenick  
Ms. Namarta Kochar  
Ms. Heather Landine

Mr. Brent Latimer (Saskatoon Health Region)  
Councillor Mairin Loewen (City Council)  
Ms. Ainsley Robertson  
Dr. Sean Shaw  
Mr. Jeffrey Smith

Administrative and City of Saskatoon staff support was provided by Ms. Brenda Wallace, Manager, Environmental Services Branch, Ms. Kathy O'Brien and Ms. Rhonda Rioux, City Clerk's Office, and Councillor Mairin Loewen.

### **Focus of SEAC in 2013**

Due to the growing complexities of environmental issues that are being dealt with by the City, SEAC held a task group meeting to establish specific Goals and Objectives for 2013. These were submitted to City Council as information, in a report dated February 14, 2013, (Attachment No. 1).

### **Summary of Actions from SEAC Meetings for 2013**

#### **January 2013**

- Dr. Sean Shaw was appointed Chair and Dr. Michael Hill was appointed Vice-Chair.
- Mr. Chris Schulz (Planning and Development Branch) provided an update on the City Wetland Policy and the results of a demonstration project. SEAC raised several concerns, which were taken under advisement.
- Mr. Ian Loughran, Environmental Services Branch, provided a presentation on the 2013 Energy and Greenhouse Gas Reduction Projects. Discussion followed.
- Ms. Ainsley Robertson was appointed to be the SEAC representative on the 2013 Environmental Component of the Community Cash Grant Program.
- The Dark Sky Lighting Report produced by an MSEM student at the University of Saskatchewan was referred to the Administration and Finance Committee and Saskatoon Light and Power.
- Mr. Richard Huziak, Saskatchewan Light Pollution Abatement Committee, provided some comments and recommendations for dark sky lighting in The City of Saskatoon. Discussion followed.
- An education task force was created to lead discussion on requests from educational groups in The City and SEAC members Heather Landine, Jeff Smith, and Kathleen Aikens were appointed.
- Dr. Sean Shaw discussed the 2013 SEAC Goals and Objectives for 2013 and resolved to send out an invitation for a brainstorming session.
- Dr. Sean Shaw committed to drafting the 2012 annual report for SEAC.

### February 2013

- Mr. Sean Homenick was introduced as a new member of SEAC.
- Councillor Loewen provided an update on Road Map Saskatoon activities and the 2012 annual report was discussed.
- Ms. Louise Jones, Chair of the Northeast Swalewatchers, was invited to give a presentation to the group and presented concerns about development of the Northeast Swale area and concerns over impacts on the ecology and wetlands of the area. It was resolved to request administration to provide an update on the development.
- Ms. Brenda Wallace, Environmental Services Manager, gave an update on the 2013 goals and objectives for the Environmental Services Branch which included information on recycling and waste diversion, organics program, GHG reduction program, water, and contaminated sites.
- 2013 Goals and Objectives for SEAC were reviewed and it was resolved to send the information to City Council and a task force for event sustainability was also established. Ainsley Robertson, Sean Homenick and Councillor Loewen were appointed.
- The Stormwater Management Research Study by Jill Bishop was submitted to City Council for consideration of recommendations.

### March 2013

- Mayor's Volunteer Appreciation - reminder that the dinner is scheduled for April 9<sup>th</sup> and RSVP by March 22<sup>nd</sup>.
- SEAC Goals and Objectives - a review of Goals and Objectives Report is planned as the major agenda item for the April 11<sup>th</sup> meeting.
- University Heights Master Plan and NE Swale - Administration has indicated that the presentation on this matter would need to be postponed to the May 9<sup>th</sup> meeting, rather than April, due to work commitments.
- Josh Quintal, Soils Engineer, Environmental Services Branch was in attendance to provide a presentation on Contaminated Sites. Mr. Quintal circulated several copies of a guidebook entitled "Redeveloping Brownfields in Saskatoon".
- 2013 Education Task Group Report - Jeffrey Smith reported that the Task Group has not met yet, and will report at the next meeting.
- It was suggested that Administration draft a Wetland Policy in order to have something in place without delay, and on the understanding that the Policy will evolve over time. Environmental Services Branch Manager indicated that she believes an update will come forward to the May meeting.
- Ainsley Robertson reported on the outcome of their review of the applications under the Environmental Component of the Cash Grants Program. Environmental Services Branch Manager Wallace indicated the Subcommittee report on Cash Grants will be provided to the March 25, 2013 Administration & Finance Committee for submission to City Council.



### **April 2013**

- Dr. Sean Shaw reported that the Administration and Finance Committee supported the 2013 goals and objectives for SEAC.
- Ms. Brenda Wallace, Environmental Services Manager, introduced several new staff members including Ms. Amber Jones and Ms. Shannon Dyck. She also discussed the Spring Awareness Campaign Initiatives and gave an update on recycling.
- Sean Homenick reported on the Event Sustainability Task Group and they are pulling together information for the next meeting.

### **May 2013**

- The Event Sustainability Task Group had done extensive research on event sustainability and a report was submitted. The Task Group asked the Community Services Department to provide some advice on how an event sustainability policy could be implemented. Information will be brought forward at the June meeting.
- Ivan Olynyk submitted a communication to City Council on energy efficient urban planning which was referred to SEAC. The information was received and resolved to be put in the larger discussion on LEED buildings.
- Alexandre Akoulov submitted a communication to City Council on fireworks polluting water. Ms. Brenda Wallace, Manager, Environmental Services Branch, provided a response to the letter from Mr. Akoulov. It was resolved that the Chair prepare a report for submission to the June meeting of Saskatoon Environmental Advisory Committee, that is suitable for submission to City Council.
- The 2012 Annual SEAC Report was submitted and approved by the committee.
- Ms. Brenda Wallace, Environmental Services Manager, gave an update on the various outstanding issues as well as the current priorities of the branch.

### **June 2013**

- The Committee established a budget proposal for \$6,800 in 2014. Budget was submitted to Administration and Finance for approval.
- The Education Program Task Group discussed ideas for an education program in 2013. It was resolved that \$2,400 (\$200/classroom) be approved for the Education for Sustainable Development (ESD) Program to be used in partnership with the Saskatchewan Environmental Society.
- The Event Sustainability Task Group discussed how to move forward on some guidelines and agreed to do some fact finding during the summer and report back to the Committee.
- Education and Environmental Performance Manager Jones gave an update for the Environmental Services Branch and reported on some of the outstanding issues.
- The Deputy City Clerk submitted a draft report, as prepared by the Chair, on fireworks polluting waters.

- Senior Planners Chris Schulz and Terry Fusco were in attendance to discuss development of the Northeast Swale and also gave a short Powerpoint presentation. Mr. Rick Huziak, Northeast Swalewatchers, was present in the gallery for questions and discussion. Committee discussed the issue and the information was received.

### **September 2013**

- The Chair noted that applications were now being accepted to sit on the Saskatoon Environmental Advisory Committee for the year 2014.
- Councillor Loewen requested a discussion on Road Map Saskatoon regarding future membership. An email poll will be conducted.
- The SEAC report in regards to fireworks polluting water was adopted by the Administration and Finance Committee.
- The Event Sustainability Task Group provided a brief update. A focus group meeting is scheduled for October 30, 2013, at Alice Turner Library with event organizers encouraged to attend. To cover the costs of the event, \$600 was allocated from the SEAC budget.
- The Committee discussed possible topics for a partnership with the Master of Environments Program at the University of Saskatchewan. This item will be brought up again in 2014 as the deadline for getting student help had already passed.
- Ms. Brenda Wallace, Environmental Services Manager, gave an update on the various projects to date in 2013.
- Information was received on Green Event and Festival Grant Program Development.
- Mr. Chris Schultz, Senior Planner, Future Growth Section of the Community Services Department, was in attendance to provide an update and answer questions of the Committee on the wetland policy.

### **October 2013**

- The Chair reminded members that applications to sit on the Saskatoon Environmental Advisory Committee for the year 2014 were due on Friday, October 11, 2013.
- The Chair further noted that the Committee had fewer issues before it in recent years, and opened a discussion regarding the role/purpose of the Committee. Suggestions were put forward on how to proceed and it was resolved to poll other City of Saskatoon Committees on solutions.
- Councillor Loewen reported that the survey she had conducted on the future of the Committee's membership in Roadmap Saskatoon showed no clear consensus. The information was received by the Committee.
- Evergreen Neighbourhood LED Roadway and Park Pathway Lighting was dealt with by a City Council resolution on September 23, 2013. It was recommended that LED lights be considered for new roadways and pathways.
- Committee members were reminded of the Event Sustainability Workshop

being held on October 30, 2013, at Alice Turner Library and encouraged members to attend. Discussions were held on how to encourage and mandate environmentally sustainable events.

- Additional information was received in regards to the wetland policy.
- The Manager, Environmental Services Branch was unable to be in attendance to provide an update.

### **November 2013**

- Mr. Sean Homenick provided a brief update with respect to the focus group meeting held at Alice Turner Library on October 30, 2013. Discussion ensued.
- The Committee discussed designating funding to Enactus to initiate a pilot project on event sustainability. It was agreed that should Enactus take on this task, it would need to provide reports back to the Saskatoon Environmental Advisory Committee.
- It was resolved that Enactus be approached regarding the initiation of a pilot project to provide environmentally sustainable resources to those holding events in Saskatoon; and that up to \$1,000 be allocated from the Saskatoon Environmental Advisory Committee to assist the pilot project with the provision that the group report back to the Saskatoon Environmental Advisory Committee on its progress.
- Information was received on Wetland Policy Bylaw No. 9138 The Official Community Plan Amendment Bylaw, 2013.
- Brenda Wallace, Director of Environmental and Corporate Initiatives, was in attendance to provide an update to the Committee. Ms. Wallace briefly outlined the City of Saskatoon Corporate Alignment which was adopted by City Council at its meeting held on November 4, 2013.
- Discussion was held regarding reengaging and defining the role of the Committee. It was noted that presently, the role of the Administration is more informational rather than being part of the deliberations of the Committee; there is opportunity for change there. It was suggested that the Committee should align itself to the new corporate structure. Having more input from other applicable civic divisions would be mutually beneficial.

**Written by:**

**Dr. Michael Hill, 2013 Vice-Chair  
Saskatoon Environmental Advisory Committee**

## ADVISORY COMMITTEE REPORT

**TO:** Administration and Finance Committee  
**FROM:** Saskatoon Environmental Advisory Committee  
**DATE:** February 14, 2013  
**SUBJECT:** 2013 Goals and Objectives  
**FILE NO.:** CK. 175-9

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**RECOMMENDATION:** that this report be received as information and submitted to City Council.

### **BACKGROUND:**

The Saskatoon Environmental Advisory Committee's mandate is to provide to Council, advice on environmental implications of City undertakings and identify environmental issues of potential relevance to the City. With this in mind, the Committee undertakes an annual session on Goals and Objectives for the next year, and this report outlines the issues selected as a focus for 2013.

### **REPORT:**

A Task Group of Committee members held discussions on the issues for focus in late January 2013. The draft of issues were submitted to the Committee for review at the February meeting. The general issues that the Committee will continue to monitor and advise upon in 2013:

- Continued support for the implementation of outstanding policies, many that have been pending for well over 5 years (including; Dark-sky lighting, wetlands conservation, water conservation, LEED, and transit);
- Comprehensive storm-water management policy;
- Contaminated sites reclamation policy, and
- City festival and event sustainability policy.

### **CONCLUDING COMMENTS:**

The Committee appreciates referrals from City Council on all matters relating to the Environment, and would encourage that this continue as we move into interesting and challenging times ahead. The Committee is committed to ensuring that Saskatoon remains a leader on environmental initiatives.

**Written by:** Dr. Sean Shaw

**Approved by:** “Dr. Sean Shaw”  
Dr. Sean Shaw, Chair  
Saskatoon Environmental Advisory Committee  
Dated: February 21, 2013



# **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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## **Education for Sustainable Development 2014**

### **Recommendation of the Committee**

1. That funding of up to \$43,500 be approved for the 2014 – 2015 Student Action for a Sustainable Future program; and
2. That the Administration report back in one year on the outcomes of the program and efforts to secure funding from other partners prior to determining an appropriate level of funding support for 2015 – 2016 and 2016 – 2017 to complete the program pilot.

### **History**

At the August 19, 2014, Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the Corporate Performance Department was considered regarding the above matter.

### **Attachment**

Corporate Performance Report [File CK. 430-78]

## Education for Sustainable Development 2014

### Recommendation

1. that funding of up to \$43,500 be approved for the 2014 – 2015 Student Action for a Sustainable Future program; and
2. that the Administration report back in one year on the outcomes of the program and efforts to secure funding from other partners prior to determining an appropriate level of funding support for 2015 – 2016 and 2016 – 2017 to complete the program pilot.

### Topic and Purpose

The Education for Sustainable Development program, entitled Student Action for a Sustainable Future (SASF), was piloted during the 2013 - 2014 school year and successfully engaged schools in a variety of environmental initiatives. The Administration is recommending continued financial support for the program for up to three years while funding from other partners is secured.

### Report Highlights

1. The SASF program led to measurable classroom, school, and household greenhouse gas (GHG) reductions and sustainability benefits.
2. The program won two awards: the Saskatchewan Waste Reduction Council's 2013 Saskatchewan Waste Minimization Award for the Youth/Schools category and a Regional Centre of Expertise Award for Education for Sustainable Development.
3. Planning for the 2014 - 2015 SASF program is underway. The Administration recommends continued funding for the program during the pilot phase.

### Strategic Goals

The recommendations in this report support the Strategic Goal of Environmental Leadership through energy efficiency and consumption, waste elimination and diversion, water consumption, and community and backyard gardens. They also support the Strategic Goal of Moving Around through transit ridership and transportation modal split of the community.

In 2014 - 2015, a sixth program focus will be added: Biodiversity and Natural Areas; therefore, the Environmental Leadership strategy of improving access to ecological systems and spaces (natural and naturalized) will also be addressed.

## **Background**

At City Council's September 9, 2013 meeting, funding was approved for the SASF pilot initiative.

The SASF program builds on the work done by Saskatoon Light & Power (SL&P) to develop and offer Education for Sustainable Development programs to students. SL&P offers school tours of their facilities, and in 2011 they partnered with students from Aden Bowman's Earth Keepers Program and the University of Saskatchewan's School of Environment and Sustainability to create educational materials to inform the public about Saskatoon's Green Energy Park and explain why these technologies are important to the sustainability of our community. In 2012, SL&P and Environmental & Corporative Initiatives began working with an Education for Sustainable Development committee that would eventually lead the development of the SASF program.

## **Report**

### SASF Program – Measurable Benefits

The purpose of the SASF program is to facilitate educational opportunities that engage students in learning and empower them to take sustainability-focused action.

Specifically, the goals of the program include:

- leveraging community GHG emissions reductions and reflecting the goals of the Energy and GHG Management Plan;
- meeting the strategic direction of the City of Saskatoon (the City) Strategic Plan;
- meeting a variety of curricula outcomes, indicators, and areas of learning;
- pursuing learning that is action- experience- and inquiry-based;
- making connections to the local community (e.g. place-based education);
- reflecting multiple ways of knowing (e.g. Indigenous knowledge and practices);
- achieving environmental outcomes that are measureable, and;
- having a public component and impact.

In September 2013, teachers from the Catholic and Public School Divisions applied to participate in the SASF pilot program. Between December 2013 and April 2014, twelve Grade 4 - 8 classes pursued actions specific to one or more of the focus areas (water, waste, food, energy, transportation). Projects were chosen based on the teachers' comfort levels, as well as their students' interests or concerns in a particular area.

The program partners then provided support, professional development, expertise and resources so each class could successfully research their topic(s), conduct action projects, and measure some of their environmental outcomes. The program helped students understand their actions through a sustainability lens by linking environmental, social, and economic impacts.

On April 15, 2014, the results were showcased at an event at the Western Development Museum. With approximately 300 participants, 40 student booths, and a series of performances, young leaders shared their projects with the public. Attachment 1 (Brochure) provides a copy of the brochure outlining the various action projects highlighted at the event.

Notable results highlighting some of the measurable environmental benefits resulting from the action projects are provided in Attachment 2 (Notable Student Results).

### The Program Won Two Awards

The success of the program did not go unnoticed. Not only did it receive positive feedback from students and teachers, but the program also won two awards: a Regional Centre for Expertise award for Education for Sustainable Development and the Saskatchewan Waste Reduction Council's 2013 Saskatchewan Waste Minimization Award for the Youth/Schools category.

### Planning for 2014-2015 and Beyond

With such a positive response, the Education for Sustainable Development partnership plan to offer the program again in the 2014 - 2015 academic year. There are plans in place to seek additional partners and funding for the upcoming and future years of the program so the City would not remain a long-term funder.

### **Options to the Recommendation**

City Council may choose to fund the program at a reduced level, or choose to discontinue its involvement in Education for Sustainable Development and the SASF program.

### **Public and/or Stakeholder Involvement**

Stakeholders have been directly involved as partners from the beginning of the program's development through to its launch. These stakeholders include: Saskatoon Light & Power, Saskatoon Public School Division, Greater Saskatoon Catholic Schools, the Saskatchewan Environmental Society, the Sustainability Education Research Institute (University of Saskatchewan), and educational consultants.

### **Communication Plan**

The ability of youth to make a difference in their community and inspire others was recognized and supported throughout the program's communications.

Program information has also been included on the City's website, and there are plans in place to create a site that includes photos, videos and student presentations. The results from the students' year-end showcase were also covered by the media, as well as communicated through social media. In addition, students shared what they were learning and working on with other students, teachers, parents, and the community by using a number of different methods: school assemblies, talking with businesses, drama and dance performances, creating visual learning guides for younger students, presentations to other classrooms, story writing, letter writing (businesses and government), and column writing for the school newsletter.



## **Financial Implications**

The City provided \$43,500 to the SASF program as a pilot initiative, in addition to providing civic staff support and program coordination. The funding was used to cover the cost of a part-time program coordinator through the Saskatoon Public School Division; teacher support, environmental measurement and auditing from the Saskatchewan Environmental Society; substitute costs and professional development for teachers; and event costs for the year-end student showcase (venue, food, communications materials, etc.).

Additional in-kind support and funding valued at \$20,000 came from other partners:

- SL&P provided \$5,000 of in-kind support for classroom projects (appliance monitors, in-home displays, and utility monitoring equipment);
- The Saskatoon Environmental Advisory Committee (SEAC) provided \$2,400 in sponsorship for student projects, which was then collectively matched by the Saskatoon Public School Division and Greater Saskatoon Catholic Schools;
- The Sustainability Education Research Institute (SERI) provided support in terms of meeting space and food; and
- Most partners provided administrative and communications support.

Adequate funding for the 2014 - 2015 SASF program has been identified under Capital Project #2183 – Greenhouse Gas Reduction Strategy. The Administration recommends providing funding of up to \$43,500 for 2014 - 2015 to ensure the program continues to benefit from adequate coordination, appropriate measurement of impacts and outcomes, and the recruitment of additional partners capable of funding the program into the future.

Funding for 2015 – 2016 and 2016 – 2017 may also be made available from Capital Project #2183, but in lesser amounts. The Administration recognizes that the first year for SASF required focus on creating the program from scratch. Now that the program has been established, the partners have the results of the first year to use in engaging other partnership funding that would offset future City funding.

## **Environmental Implications**

Teachers worked with the Saskatchewan Environmental Society to measure their environmental impacts by submitting results from a set of audits conducted before and after their action projects took place. The Saskatchewan Environmental Society used these results to calculate energy, water, waste, and GHG emission savings. Most data was student measured and/or self-reported, and the length of each audit and action project varied. Therefore, some data was incomplete and a number of assumptions were made in order to calculate the following savings.

If the savings from each project can be maintained for a full school year, they will collectively create an estimated annual savings of: 17,000 kWh of electricity, 88 GJ of gas, 700 m<sup>3</sup> of water, 8,000 kg of waste, 230 litres of fuel, and 29 tonnes of GHG emissions.

**Other Considerations/Implications**

There are no policy, financial, environment, privacy or CPTED implications or considerations.

**Due Date for Follow-up and/or Project Completion**

A report on the 2014-2015 SASF program will be provided to City Council in June 2015.

**Public Notice**

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

**Attachment(s)**

1. Brochure
2. Notable Student Results

**Report Approval**

Written by: Shannon Dyck, Environmental Coordinator

Reviewed by: Amber Jones, Education & Environmental Performance Manager  
Brenda Wallace, Director of Environmental & Corporate Initiatives

Approved by: Catherine Gryba, General Manager  
Corporate Performance Department

## Attachment 1 - Brochure

GRADE 6/7  
**ST. MARIA GORETTI  
 COMMUNITY SCHOOL**  
 SHANE KELLY

We began our project by researching the questions "what is climate change?" and "what does 'sustainable development' mean?" Once the students understood these concepts more, we looked at how we could make changes in our lives to help prevent environmental damage. Through inquiry, research and collaboration, our class has focused on understanding and informing others about the need for energy conservation, both at home and our places of work/learning. The culmination of their efforts will be documenting their information-gathering and sharing to show their talents and skills for communicating their learning.

GRADE 6/7  
**ST. ANNE SCHOOL**  
 JENNIFER GALLAYS

Our goal in our class at St. Anne was to create positive change that aids the sustainability of our ecosystem. The aim of our final project was to increase composting and recycling in each classroom. To reach our goal, we developed a plan to educate our students and teachers about the harmful effects of waste. We began by learning about ecosystems and then researching the human impact on different ecosystems. Students created videos about the effects of idling and launched a campaign to reduce idling, and then pursued the goal to reduce waste. Throughout this project students saw themselves as important members of society and agents of change.

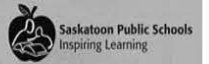


## MAIN STAGE SHOWCASE EVENTS

- 11:15 A.M.  
**PUBLIC SERVICE ANNOUNCEMENTS**  
 St. Marguerite School
- 11:30 A.M.  
**OKAWIMAWASKIY (MOTHER EARTH)**  
 Confederation Park School
- 11:45 A.M.  
**REDUCING LUNCH WASTE AND LIGHTS OUT**  
 Bishop Pocock School
- 12:00 P.M.  
**ENERGY USE AND SAVING AT HOME AND SCHOOL**  
 St. Maria Goretti School
- 12:15 P.M.  
**ENERGY USE AND SAVING AT HOME AND SCHOOL**  
 St. Maria Goretti School
- 12:30 P.M.  
**ENERGY WONDERS**  
 École Cardinal Leger School
- 12:45 P.M.  
**VARIOUS STUDENT INQUIRY PROJECTS**  
 École Alvin Buckwold School
- 1:00 P.M.  
**VARIOUS STUDENT INQUIRY PROJECTS**  
 École Alvin Buckwold School
- 1:15 P.M.  
**WASTE AND IDLING REDUCTION**  
 St. Anne School
- 1:35 P.M.  
**RYAN'S WELL PRESENTATION**  
 Brunskill School
- 1:45 P.M.  
**OKAWIMAWASKIY (MOTHER EARTH)**  
 Confederation Park School

## STUDENT ACTION FOR A SUSTAINABLE FUTURE

APRIL 15<sup>TH</sup> 2014  
 11:00 A.M. - 2:15 P.M.



GRADE 6/7  
**BISHOP POCOCK SCHOOL**  
JANELLE RASMUSSEN

The Grade 6/7 class from Bishop Pocock School has been focusing on waste reduction and recycling. Students have done many engaging activities to better understand how to reduce and recycle. We are looking forward to displaying our knowledge and celebrating the changes we have made in our school!

GRADE 7/8  
**ST. VOLODYMYR SCHOOL**  
GREG BUBNICK

The Grade 7 and 8 students of St. Volodymyr School have embarked upon inquiry projects that consider our food choices and how they impact the environment, our community and our own personal health. The students have considered the sources of local food supplies, from hunting, fishing and gathering to farming, gardening and greenhouse production. They have tackled important questions such as the benefits or detriments of genetically modified foods, the use of pesticides in food production, the global food distribution system, as well as control of the multi-national food corporations over our choices and purchases. They have been able to discover that food is more than this thing that we gobble down at meal times. It forms the atoms and molecules of our body and it contains spirit that we must respect and be grateful for. Food is part of our local environment and culture, the cultivation and preparation of which help form and ground the future citizens of Saskatchewan.

GRADE 8  
**ST. MARGUERITE SCHOOL**  
ROD FIGUEROA

At St. Marguerite School the Grade 8 students have led a campaign to reduce the amount of garbage we produce daily. Their campaign has included a garbage audit, awareness and education, a litter-free lunch and constant communication with parents. Each group has made a public service announcement that they are passionate about. These announcements range from animal testing to water, air and garbage pollution. They have concluded that reducing the amount of consumption in their daily lives will bring an end or drastically reduce the consequences of consumerism.

GRADE 8  
**BROWNELL SCHOOL**  
JANELLE WILL

At Brownell School the Grade 8 students have been learning why water conservation is important in building a sustainable future and how they can make a difference. Students designed action projects that focused on making a change at home, school and on a global level. Students in the home water conservation group had each grade eight student conduct a home water audit, then they challenged the class to make a few changes at home, re-audit, and then graphed the greenhouse gas emissions we saved as a class. The group that was interested in making changes at school focused on raising money to put aerators on each of the taps at school to save water. Another group created an action project around educating our school community about the importance of drinking tap water instead of bottled water for the environment and our wallets. The effect water quality has on wildlife in the wetlands is an action project that was designed with water testing stations. On a global level one group of students was interested in raising money for Ryan's Well, an organization that builds one well a year in a Third-World country.

GRADE 4/5  
**BRUNSKILL SCHOOL**  
KRISTY MITCHELL

Our class has been focussing on the issue of waste reduction by looking at vermicomposting, various recycling (implementing paper, can and plastic recycling), along with implementing outdoor recycling, and reuse and reduction. We will be having a school-wide science fair to showcase our learnings and spread our message through class-by-class presentations and newsletter entries.

GRADE 8  
**ÉCOLE ALVIN BUCKWOLD SCHOOL**  
JEREMY VAN OLST

The Grade 8 students at École Alvin Buckwold School have been working on reducing greenhouse gases (CO<sub>2</sub>) by developing and implementing action plans in their classroom, school, homes and community. The student action plans focus on reducing improper waste and improving recycling, reducing the amount of water used at school and home, saving energy through technology, reducing food waste, implementing waste-free lunches, and the benefits of active transportation. They have worked hard developing and implementing their plans and look forward to sharing their results with you.

GRADES 4/5  
**NĒHIYĀWEWIN-CREE LANGUAGE  
AND CULTURAL PROGRAM,  
CONFEDERATION PARK  
COMMUNITY SCHOOL**  
MS. N. TOURANGEAU

Our focus has been on waste management. Our classroom is primarily in charge of recycling so we have begun to talk about taking personal responsibility for the things we throw in the garbage. We are working to recycle better by creating more awareness on how to reduce waste: placing signs on the recycle bins to remind students to use both sides of the paper and throw recyclable containers in a different bin. Our goal is to develop positive attitudes, skills and knowledge needed to make informed decisions that will benefit the planet we share, Mother Earth.

GRADE 4/5  
**FAIRHAVEN SCHOOL**  
JOANNA BELL

Grade 4/5 students at Fairhaven School examined the effects of climate change and factors that are contributing to global warming. Small groups discussed possible action plans on many topics and then decided to focus on reducing energy use through a "lights-off, lights half-off" campaign incorporating student writing, plays, and art, presentations to classes and the school, information and audits for school and home, and a letter-writing campaign to government regarding investing in renewable energy. We were assisted in our journey by many partners including Traditional Knowledge Keeper Darlene Speidel, the Saskatchewan Environmental Society's Angie Bugg, and division-funded technology to monitor energy use in the classrooms via hardware and the internet.

GRADE 6  
**ÉCOLE CARDINAL LÉGER SCHOOL**  
SEB ROCK

Grade 6 combined Science and Social Studies classes looked at sustainability in the area of energy. Our project mainly revolved around a lights audit, which involved nine awareness-raising campaigns, all aimed at reducing our carbon footprint at school. Today, we are showcasing some of our SASF activities: Sweater Day, Lights Out Class Challenges, School Assembly on Climate Change, as well as inquiry-based learning projects on electricity and electronic energy monitoring. Thank you to all the SASF partners for this great experience!

## Attachment 2 – Notable Student Results

A few notable environmental success stories include:

- Between Dec. 2013 and Mar. 2014, Bishop Pocock's grade 6/7 class worked with other classrooms in their school to reduce waste, which led to a 59% reduction in school-wide garbage. Over a whole school year, that's a reduction of 1860 kg of waste.
- Thanks to the great work of St. Marguerite's grade 8 class, their school will be starting an Environmental Committee next year to work on school-wide sustainability initiatives.
- A group of grade 8 students from Brownell School took on a number of home water conservation projects. Their families made a number of changes, such as installing displacement devices in toilet tanks, shortening shower time, installing faucet aerators and reducing outdoor watering. Collectively, these actions will lead to an annual savings of 256,000 litres of water.
- Through education, an action campaign, and a lights off and "half-off" contest led by Fairhaven School's grade 4/5 class, their school saw a 43% reduction in lighting energy between January and March 2014. If they maintain this for a whole school year, the savings will be 2,840 kWh and 2099 kgCO<sub>2e</sub>/year.



## **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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### **Water and Wastewater Utilities Capital Funding Reallocation**

#### **Recommendation of the Committee**

1. That \$595,333 be transferred from the Wastewater Capital Project Reserve to the Water Capital Project Reserve to fund over expended water projects;
2. That \$178,250 be transferred from the Water Capital Project Reserve to Capital Project #1154-02 WTP – Sludge Recovery and Disposal;
3. That \$250,447 be transferred from the Wastewater Capital Project Reserve to Capital Project #1227-02 WWT – Sludge Disposal Struvite Removal;
4. That \$154,837 be transferred from the Wastewater Capital Project Reserve to Capital Project #1236 WWT – UV Disinfection System;
5. That \$500,000 be transferred from the Wastewater Capital Project Reserve to Capital Project #2212 WWT – Operations Facility Upgrade;
6. That \$50,000 be transferred from the Wastewater Capital Project Reserve to fund a conceptual plan for a Regional Wastewater Management System; and
7. That \$1,398,181 be transferred from the Wastewater Replacement Reserve to the Wastewater Capital Project Reserve.

#### **History**

At the August 19, 2014, Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the Transportation & Utilities Department was considered regarding the above matter.

#### **Attachment**

Transportation & Utilities Report [File CK 1702-1 x1815-1 WT 7990-99]

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## Water and Wastewater Utilities Capital Funding Reallocation

### Recommendation

That the Standing Policy Committee on Environmental, Utilities and Corporate Services recommend to City Council:

1. That \$595,333 be transferred from the Wastewater Capital Project Reserve to the Water Capital Project Reserve to fund over expended water projects;
2. That \$178,250 be transferred from the Water Capital Project Reserve to Capital Project #1154-02 WTP – Sludge Recovery and Disposal;
3. That \$250,447 be transferred from the Wastewater Capital Project Reserve to Capital Project #1227-02 WWT – Sludge Disposal Struvite Removal;
4. That \$154,837 be transferred from the Wastewater Capital Project Reserve to Capital Project #1236 WWT – UV Disinfection System;
5. That \$500,000 be transferred from the Wastewater Capital Project Reserve to Capital Project #2212 WWT – Operations Facility Upgrade;
6. That \$50,000 be transferred from the Wastewater Capital Project Reserve to fund a conceptual plan for a Regional Wastewater Management System; and
7. That \$1,398,181 be transferred from the Wastewater Replacement Reserve to the Wastewater Capital Project Reserve.

### Topic and Purpose

This report is to obtain City Council approval to reallocate funding between reserves and projects in order to close out a number of significant water and wastewater Utility projects. In addition, a new Regional Wastewater Management Study will be funded. There is a net return to reserve, which will reduce the City's short-term borrowing.

### Report Highlights

1. Saskatoon Water has completed a review of its capital program.
2. A project is required for a Regional Wastewater Management Study.
3. Net returned funds to various water and wastewater reserves total \$807,877.

### Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability by ensuring adequate funding for existing capital works and reducing reliance on borrowing.

## **Background**

Water and Wastewater Utilities together posted a 2013 year-end surplus of \$6,340,800. A total of \$1,845,900 was transferred to the Water and Wastewater Revenue Stabilization Reserve (WWRSR) and the remaining \$4,494,900 was allocated to the Wastewater Capital Project Reserve (WWCPR). At its meeting held on March 31, 2014, City Council approved a post-budget allocation of \$1,267,400 from the WWCPR to Capital Project #2558 – WTP – Clarifier Tube Settlers, leaving a balance of \$3,227,500 in the WWCPR from the 2013 surplus. A review of Saskatoon Water capital projects followed.

## **Report**

### Review of the Capital Program

Nineteen capital projects, six water and thirteen wastewater, were reviewed. Work in utility capital projects tends to take place over several years when considering design and multi-year construction. Seventeen projects are completed and are to be closed and two projects are ongoing. Of the nineteen projects reviewed, six projects were under expended and thirteen were over expended, including four projects that require City Council approval to allocate the required funding. Per City Council Policy C03-001, any over-expenditure of more than \$100,000 requires City Council approval.

Highlights include:

- A return of \$453,118 to the Water Replacement Reserve from Capital Project #1054-39 WTP Asset Replacement – Low Lift Screens & Drives. Reduced costs were due to a favourable tender price and a decreased scope of work.
- A return of \$217,285 to the WWCPR from Capital Project #1248 – WWT Primary Digestion Process Upgrade. A favourable tender price was realized due to a sub-contractor bidding without using a general contractor.
- A return of \$1,398,181 to the Wastewater Replacement Reserve (WWRR) from Capital Project #1225 WWT- Sludge Disposal Facility Replacement. Sub-project 12, Decant Cell #1 Asphalt Lining, was cancelled. Upgrades to cell liners and construction of new cells are now recognized as work funded from the WWCPR. Capital Project #2226 WWT – Relining Cell #2, funded in the 2014 Capital Budget, continues this work. Additional minor under expended projects increases the net return to WWRR to \$1,467,162.
- Capital Project #1154-02 WTP – Sludge Recovery and Disposal has a projected over expenditure of \$178,250. The total budget for this project was \$16,921,287. Additional funding is required due to post-construction work to optimize the process and replace sub-performing mechanical components. Administration is recommending that the \$178,250 be funded from the Water Capital Project Reserve (WCPR). A claim by the City against the design consultant has been resolved.
- Capital Project #1227-02 WWT – Sludge Disposal Struvite Removal had a total budget of \$4,314,000. This project requires an additional \$250,447 to close out the project due to changed conditions encountered during construction and the addition of mechanical components required after tendering. Administration is recommending that the \$250,447 be funded from the WWCPR.



- Capital Project #1236 WWT – UV Disinfection System, has a total approved budget of \$11,936,000. This project is over-expended by \$154,837 due to a lengthy commissioning period. Administration is recommending that the \$154,837 be funded from the WWCPR.
- Capital Project #2212 WWT – Operations Facility Upgrade involves the design and construction of an expansion to the operations and maintenance building at the Wastewater Treatment Plant. The project has \$7,753,000 of approved funding allocated. The project is approximately 75% complete at the time of this report. A review of projected total costs indicates that a budget increase of \$500,000 is required due to changed conditions discovered during demolition, additional improvements to the laboratory, and furnishings and equipment for the new space. Administration is recommending that an allocation of \$500,000 to Capital Project #2212 WWT – Operations Facility Upgrade be funded from the WWCPR.

#### Regional Wastewater Management Study

The Administration has agreed to jointly fund a conceptual plan for a joint wastewater management system between the City of Martensville and the City of Saskatoon. The cost of the study is estimated at \$100,000 and is to be evenly shared between the two cities. Administration is recommending that the City of Saskatoon’s \$50,000 share be funded from the WWCPR.

#### Returned Funds

Closure of projects with a return to source totals \$2,139,126 to the various reserves. This is partially offset by additional allocations of funding totalling \$247,715 for over expenditures that do not require City Council approval. The total funding request of \$1,083,534 put forth for approval in this report results in a net return to the various reserves of \$807,877.

#### **Public and/or Stakeholder Involvement**

There is no public and/or stakeholder involvement.

#### **Communication Plan**

A communication plan is not required.

#### **Financial Implications**

There is sufficient funding within the capital and replacement reserves to fund the changes detailed in the report.

These closures result in a net return to the various reserves in the amount of \$807,877, as summarized below:

Return to Source	\$2,139,126
Reallocation to Cover Over Expenditures	(247,715)
Budget Adjustment Reallocation to Cover Over Expenditures	<u>(1,083,534)</u>
Net Return to Source	<u>\$ 807,877</u>

Administration recommends a transfer of \$595,333 from the WWCP to the WCPR to fund an existing deficit in the reserve in the amount of \$325,852, as well as, the water project over expenditures and recommended allocations noted above. The 2013 year-end available for capital was \$6,340,800 allocated entirely to the WWCP with the intention that it would be re-balanced upon completion of this capital project review.

Administration also recommends transferring the \$1,398,181 returned to the WWRR from Capital Project #1225 WWT – Sludge Disposal Facility Replacement to the WWCP. This will result in available funds to reduce the borrowing requirements for previously approved utility projects.

There is also sufficient funding in the WWCP to fund \$50,000 for a conceptual plan for a Regional Wastewater Management System.

### **Other Considerations/Implications**

There are no options to the recommendation, policy, environmental, privacy, or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

Projects receiving additional funding are scheduled for completion by July 31, 2015.

### **Public Notice**

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

### **Report Approval**

Written by: Larry Schultz, Engineering Services Manager  
Reviewed by: Reid Corbett, Director of Saskatoon Water  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department



## EXECUTIVE COMMITTEE

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### **Resolution, Enforcement of Westray Admendments to Canada's Criminal Code, United Steelworkers, June 16, 2014**

#### **Recommendation of the Committee**

That the information be received and forwarded to the Board of Police Commissioners for consideration.

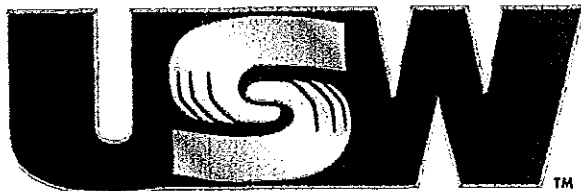
#### **History**

At the August 20, 2014, meeting of Executive Committee, a letter from the United Steelworkers was considered regarding a resolution on Westray amendments to Canada's Criminal Code.

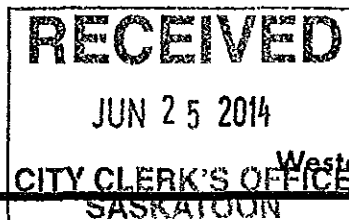
#### **Attachment**

Letter dated June 16, 2014 from United Steelworkers. [File No. CK. 4655-1]

**UNITED STEELWORKERS**



**UNITY AND STRENGTH FOR WORKERS**™



Western Provinces and Territories

4655-1  
**5.21**

**District 3**

**Stephen Hunt**  
District Director

June 16, 2014

Dear Mayor and Councillors,

In 2004, the House of Commons came together in historic fashion to unanimously pass the Westray Act. The legislation came in response to the horrific Westray coalmine explosion in Nova Scotia that killed 26 miners on May 9, 1992, and after a strong lobby campaign by the United Steelworkers to demand "No More Westrays".

The legislation was intended to hold corporate executives, directors and managers criminally responsible for workplace deaths. Ten years later, approximately 10,000 Canadians have been killed on the job, yet not one corporate executive has faced a single day in jail.

In response to this shameful record, our union has launched a campaign to "Stop The Killing and Enforce The Law", which asks provincial, territorial and federal governments to work together to ensure that workplace deaths are taken seriously and that, where warranted, the Westray Law is enforced.

As part of this campaign, we are asking City Councils to pass resolutions expressing their support for proactive action to protect workers. Though not an area of municipal responsibility, we recognize you as community leaders and this is a community issue. There is no place in Canada that has not been touched by workplace deaths, and your voices are needed to encourage senior levels of government to take steps to enforce the Westray Law.

Already communities across Canada have endorsed the enclosed resolution, including Toronto, Sudbury, St. Sault Marie, Hamilton in Ontario, Nanaimo, Burnaby, Lake Cowichan, New Westminster, Port Alberni, Mission in British Columbia, and Flin Flon in Manitoba.

I respectfully request that your council consider adding its voice by passing this resolution, and sending it to your provincial municipal association. In doing so, you will be sending a message to senior levels of government that it is time to work together to Stop the Killing, and Enforce the Law.

We would be pleased to have a representative from our union make a presentation to your council to provide additional information. Please contact Health & Safety Coordinator Ron Corbeil at 604-683-1117 or [rcorbeil@usw.ca](mailto:rcorbeil@usw.ca) to schedule.

Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads 'Stephen Hunt'.

Stephen Hunt  
Director

SH/BW/dl  
encl.

copy: Scott Lunny, Assistant to the Director  
Ron Corbeil, USW D3 Health & Safety Coordinator  
USW Staff Reps

our ref: 1920-100 Westray

**United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union**



## SAMPLE RESOLUTION

Enforce the Westray Amendments to Canada's Criminal Code

WHEREAS it has been more than two decades since the Westray mine disaster in Nova Scotia and a decade since amendments were made to the Criminal Code of Canada to hold corporations, their directors and executives criminally accountable for the health and safety of workers; and

WHEREAS police and prosecutors are not utilizing the Westray amendments, and not investigating workplace fatalities through the lens of criminal accountability; and

WHEREAS more than 1,000 workers a year are killed at work

THEREFORE BE IT RESOLVED that this Council support a campaign to urge our federal/provincial/territorial government to ensure that:

- Crown attorneys are educated, trained and directed to apply the Westray amendments;

- Dedicated prosecutors are given the responsibility for health and safety fatalities;

- Police are educated, trained and directed to apply the Westray amendments;

- There is greater coordination among regulators, police and Crown attorneys so that health and safety regulators are trained to reach out to police when there is a possibility that Westray amendment charges are warranted.



## EXECUTIVE COMMITTEE

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### **2014 Capital budget Adjustment Request, Provincial Integrated Traffic Unit Vehicles**

#### **Recommendation of the Committee**

That a 2014 Capital Budget expenditure adjustment of \$340,000 for four Provincial Integrated Traffic Unit vehicles, to be funded by the Province and SGI, be approved.

#### **History**

At the August 20, 2014 meeting of Executive Committee, a letter from the Secretary, Board of Police Commissioners was considered regarding a 2014 Capital Budget expenditure adjustment request for Provincial Integrated Traffic Unit vehicles.

#### **Attachment**

Letter dated August 11, 2014 from Joanne Sproule, Secretary, Board of Police Commissioners.  
[File No. CK. 1711-2]

1711-2 5.22

**THE BOARD OF POLICE COMMISSIONERS**  
SASKATOON, SASKATCHEWAN



August 11, 2014

His Worship the Mayor  
and Members of City Council  
c/o City Clerk, Executive Committee

Your Worship and Members of City Council:

**Re: 2014 Capital Budget Adjustment Request  
Provincial Integrated Traffic Unit Vehicles**

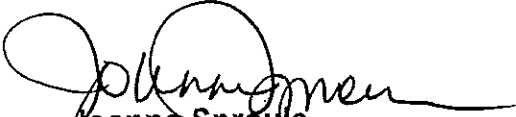
Attached is a report of the Chief of Police dated July 18, 2014, regarding the above matter.

A copy of the report was recently circulated to the members of the Board of Police Commissioners and on July 22, 2014, an electronic vote was taken approving the following recommendations:

1. That the Board approve a 2014 Capital Budget expenditure adjustment of \$340,000 for four Provincial Integrated Traffic Unit vehicles to be funded by the Province and SGI; and
2. That the Board forward the capital budget adjustment request to City Council for approval.

Would you please place this matter before Executive Committee on August 20, 2014.

Yours truly,



**Joanne Sproule**  
Secretary to the Board

JS:jf

Attachment

cc: His Worship the Mayor  
Chief of Police  
City Manager  
Chief Financial Officer & General Manager, Asset & Financial Management

## **"PUBLIC AGENDA"**

**TO:** His Worship Don Atchison, Chairperson  
Board of Police Commissioners

**FROM:** Clive Weighill  
Chief of Police

**DATE:** 2014 July 18

**SUBJECT:** 2014 Capital Budget Adjustment Request  
Provincial Integrated Traffic Unit Vehicles

**FILE NO.:** 2,012-7

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### **ISSUE:**

Police Service capital projects are typically approved as part of a corporate wide process with City Council approval coming in December of each year. On occasion, urgent matters will arise necessitating the need to consider the approval of capital projects outside of the normal timelines.

The recently announced new Provincial Integrated Traffic Unit requires four fully equipped police vehicles to be purchased in 2014 at an estimated cost of \$85,000 per unit, \$340,000 in total. The Province and SGI have committed to funding the total cost of the four vehicles.

### **RECOMMENDATION:**

1. That the Board approves a 2014 Capital Budget expenditure adjustment of \$340,000 for four Provincial Integrated Traffic Unit vehicles to be funded by the Province and SGI;
2. That the Board forwards the capital budget adjustment request to City Council for approval.

### **DISCUSSION:**

The Police Service is in the startup phase in regards to the new Provincial Integrated Traffic Unit and is in need of purchasing four fully equipped police vehicles. Each vehicle including specialized equipment is estimated to cost \$85,000 for a total estimated project cost of \$340,000.

The Province and SGI have committed to providing funding for two units in 2014 and two in 2015. The Police Service has an operational requirement to have two units ready by this fall and the other two by January 2015 which means all four units need to be purchased and outfitted in 2014. While the external source of funding has been confirmed the timing related to the funding

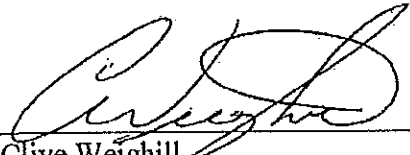


**“PUBLIC AGENDA”**

for two of the units in 2015 requires interim funding which Corporate Finance has agreed to cash flow the purchase until the funding is received.

Written by: Don Bodnar  
Director of Finance

Approved by: Mark Chatterbok  
Deputy Chief, Administration

Submitted by:   
Clive Weighill  
Chief of Police

Dated: July 20, 2014



## EXECUTIVE COMMITTEE

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### **Mendel Re-use: Children's Museum Agreement to Lease and Program Services**

#### **Recommendation of the Committee**

1. That the Children's Discovery Museum (the Museum) be approved conditionally for tenancy of the Mendel Building when it is vacated by the Civic Gallery;
2. That the City of Saskatoon (City) enter into an Agreement to Lease subject to the general terms and conditions outlined in the August 20, 2014 report of the General Manager, Corporate Performance Department;
3. That the City enter into an agreement for program services with the Museum subject to the general terms and conditions outlined in the August 20, 2014 report of the General Manager, Corporate Performance Department;
4. That \$25,000 in organization development funding for 2014, and provided conditions are met, again in 2015, from the Community Support Grant Reserve be approved, as an exception to policy, for the Museum to support their transition to the Mendel building location; and
5. That the City Solicitor be requested to have the appropriate agreements executed.

#### **History**

At the August 20, 2014 meeting of Executive Committee, a report of the General Manger, Corporate Performance Department, regarding the above, was considered, along with a presentation by the President of the Children's Discovery Museum on the Saskatchewan.

#### **Attachment**

Report of the General Manager, Corporate Performance Department, dated August 20, 2014. [File No. CK. 620-4]

# Mendel Re-use: Children's Museum Agreement to Lease and Program Services

## Recommendation

that a report is submitted to City Council recommending:

1. that the Children's Discovery Museum (the Museum) be approved conditionally for tenancy of the Mendel Building when it is vacated by the Civic Gallery;
2. that the City of Saskatoon (City) enter into an Agreement to Lease subject to the general terms and conditions outlined in this report;
3. that the City enter into an agreement for program services with the Museum subject to the general terms and conditions outlined in this report;
4. that \$25,000 in organization development funding for 2014, and provided conditions are met, again in 2015, from the Community Support Grant Reserve be approved, as an exception to policy, for the Museum to support their transition to the Mendel building location; and
5. that the City Solicitor be requested to have the appropriate agreements executed.

## Topic and Purpose

The purpose of this report is to approve general terms and conditions in order to enter into an Agreement to Lease with the Museum for the Mendel Building, and to set out a partnership for program services.

## Report Highlights

1. Re-use of the Mendel Building by the Museum is recommended.
2. The Agreement to Lease will include the following general terms:
  - a requirement to meet annual milestones;
  - the lease rate structured to match the Civic Building Comprehensive Maintenance (CBCM) reserve contribution; and
  - donor recognition to follow the precedent set with the Gordon Howe Bowl project.
3. A programming partnership would include:
  - A service agreement with the Museum to animate the Mendel building and connect it to PotashCorp Playland at Kinsmen Park through priority-driven, targeted programming; and
  - \$25,000 in organization development funding for 2014, and provided conditions are met, again in 2015, from the Community Support Grant Reserve to support the Museum's transition to the Mendel building.

## **Strategic Goals**

Re-use of the Mendel Building supports the Strategic Goals of Asset and Financial Management, Quality of Life, and Sustainable Growth. An alternate source of revenue is proposed to pay for ongoing operations of the building. Expenditures are directed towards amenities in neighbourhoods to enhance and protect property values and to encourage private investment. Winter city activities are proposed. The project is an example of community-building through direct investment and it utilizes community development expertise. It supports the City Centre as a cultural and entertainment district and preserves the character of the Mendel Building as a heritage structure.

## **Background**

At its meeting on June 10, 2013, City Council resolved:

- “1) that the Business Plan for the Children’s Discovery Museum on the Saskatchewan, required for re-use of the Mendel Building be received as information; and
- 2) that the Administration report further to City Council on the potential next steps to move forward.”

## **Report**

### Approval is Recommended for the Re-use of the Mendel Building by the Museum

The Museum has successfully undertaken detailed organizational development work and project planning since the Business Plan was presented to City Council in June 2013. The Milestones report outlines the progress that the Museum and its Board of Directors have made in advancing the “Children’s Museum at the Mendel” (Attachment 1).

The Administration recommends approval of the Museum for tenancy of the Mendel building based on the information previously presented in the Business Plan, the follow-up material contained within the Milestones report, and the terms of the Agreement to Lease based on a requirement to meet the established milestones and tangible project progress.

### Terms of the Agreement to Lease

General terms of the Agreement to Lease would include the milestones, a lease rate defined by the contribution to the CBCM reserve and donor recognition following the precedent set by the Gordon Howe Bowl project.

### *Milestones*

Detailed planning is underway for design and implementation of the Mendel building renovations, exhibits and programming; commercial negotiations; human resources; fundraising; and marketing. An overview of the schedule prepared by the Museum outlines the major development and project milestones expected to be completed by the end of each calendar year and the funds needed to carry out this work (Attachment 2). This report recommends the Agreement to Lease includes the overview as a general indicator to measure project progress, and the agreement states the reporting structure and the ramifications for not meeting the milestones.

### *Lease Rate*

A lease rate is defined by the contribution required for the CBCM Reserve (tenant area and 60% of the lobby) is recommended. The Museum will pay for its utilities and custodial services, as well as general maintenance less than \$5,000.

### *Donor Recognition*

Preparation of a Feasibility Study is underway by DCG Philanthropic Services Inc. (DCG) to measure community support to finance capital improvements and operating support for the new Museum. This work involves identification and preparation of an inventory of assets available for sponsorship and naming rights opportunities for the capital campaign. This report recommends following the precedent set by the Gordon Howe Bowl Foundation for Donor Recognition, with the process laid out in Attachment 3.

### A Programming Partnership

At the outset of the Mendel Re-Use process, public programming was stated as one key criterion for Mendel building prime tenant.

### *Program Service Agreement*

In order to meet civic strategic priorities and needs, this report recommends the creation of a Program Service Agreement between the City and the Museum. The purpose of the Service Agreement is to define targeted public programs to be provided by the Museum with goals to:

- connect the Mendel Building with the park,
- increase the activities and animation within the park and rides area, and
- to meet demographic and seasonal priorities that are currently not being met with the City's existing programs. (Attachment 4).

The Service Agreement initiates a partnership model between the City and the Museum, which is mutually beneficial to both parties. With the Museum already on site with staffing and resources, there is an opportunity for greater efficiency than the City could achieve independently operating similar programs (Attachment 4). Without the partnership, the Museum would still offer programs, but with the agreement, the City has assurance that the programs and activities will be strategically aligned with the City's defined needs. With the Service Agreement, support for the Museum's mandate of play-based, hands-on and active learning can be maintained and coordinated with other civic offerings to avoid doubling up or redundancy of programs and spaces (Attachment 5).

The Museum will be offering considerably more programming than just the city-partnered portion. The partnership can be used by the Museum to leverage further funding and in-kind services from other public and private agencies, potentially increasing the value of the agreement and scope of services offered.

### *Organizational Development*

The Museum has created an ambitious plan and program for the Museum through their dedication as a working board. Going forward, the Museum has committed to bringing all aspects of the project together and directing its implementation, ensuring consistency, professionalism, and accountability. This report recommends commitment of a \$25,000 organizational development grant for 2014, and provided conditions are met, another \$25,000 grant in 2015 from the City's Community Support Grant. The purpose of the Grant is to provide a source of funds for increasing participation in sport, culture, and recreation programs. A priority area in which organizations can apply for funding to the reserve is for "unique, innovative or special projects and expenditures that provide long term benefit to the organization". In this case, the funding would be available to the Museum to develop staff capacity and acquire support systems that pertain to project management, financial planning, marketing and museum administration. Funding from this reserve is requested for 2014 and 2015 only, as seed money to move the project through its initial stages.

This would be an exception to the Reserve for Future Expenditures Policy No. C03-003 - Community Support Grant Reserve, as that reserve currently stipulates that the maximum award not exceed \$5,000. It is anticipated that these funds would be used by the Museum to leverage additional support from public agencies or the private sector.

### **Options to the Recommendation**

One option would be to revise the milestones or the reporting structure required as a condition of the agreement. The milestones have been prepared in collaboration with the Museum, and are believed to be achievable. Change to the milestones is not required because it would require the Museum to change their project planning. The Administration supports annual reporting, as it aligns well with the Museum's existing annual reporting structure, and it allows for a review of the organization as a whole to occur at this time.

A second option would be to not proceed with the program service agreement with the Museum. This option is not recommended because the increased operating costs may negatively impact the Museum's operations, causing it economic hardship and possible departure from the building. Furthermore, without the service agreement, the City would not be able to direct activities and animation in the Mendel building and PotashCorp Playland at Kinsmen Park and Area, in support of strategic objectives.

### **Public and/or Stakeholder Involvement**

Stakeholder and community feedback for the Mendel Building Re-Use was part of the Kinsmen Park and Area Master Plan project. During that process, it was determined that activities and public programming were desirable for the building in order to maintain the community focus of the current Gallery use. Furthermore, community consultation also revealed a preference for a tenant that could use the building in a way that would not significantly alter its architectural character. The Museum has outlined their own intention to lead further community consultations in order to gain information for development of their programs and the facility.

## Communication Plan

Development of a communications strategy led by the Museum is identified in the plan as a key component of the capital campaign. Marketing components identified include evolution of the Museum's identity including the creation of a new name and brand for the Museum. Identity development for print and electronic use, as well as an advertising campaign and video would contribute toward the capital campaign efforts. The City's project webpage will be updated regularly, as key milestones are met by the Museum.

## Policy Implications

This report proposes an exception to the Reserve for Future Expenditures Policy No. C03-003 - Community Support Grant Reserve, as that reserve currently stipulates that the maximum award not exceed \$5,000. In this exception, \$25,000 in funding for 2014 and again in 2015 from the Community Support Grant Reserve is proposed for funding to develop staff capacity and acquire support systems that pertain to project management, financial planning, marketing and museum administration. The Museum has stated that matching funds for 2014 are available from Provincial funding sources.

## Financial Implications

The Museum proposes to take on 100% of the operating and management of the Mendel Building, including the tenant area contribution to the CBCM (\$135,000).

The City's contribution to the Museum includes a Cultural Operating grant, subject to approval, estimated at approximately \$25,000, and the Program Services contract at \$70,000, which is equal to one full time equivalent (FTE) staffing position carrying out public programming-related work. Value for this investment will be gained with the Museum leveraging this support with other funders to achieve more programming than the City could carry out with the same amount of funding.

### *Children's Museum Tenancy Costs*

CBCM Tenant Area	\$120,000
CBCM 60% Lobby Area	\$15,000
Tenant Lease	\$(135,000)
Cultural Institutions Op. Grant	\$25,000
Program Services	\$70,000
<b>Total</b>	<b>\$95,000</b>

To prepare for the \$70,000 cost of the program services, the Administration has proposed a phase-in plan by adding \$20,000 to the operating base in the 2016 budget with an incremental \$25,000 planned in 2017 and 2018.

Acknowledging it as public space, City Council has previously committed to fund 40% of the lobby operating costs, estimated as follows for 2016 occupancy:

CBCM 40% Lobby Area	\$11,000
Maintenance and Operations 40% Lobby Area	\$27,000
<b>Total</b>	<b>\$38,000</b>

In examining different scenarios, an estimate of the probable costs by the City to operate the Mendel Building (based on a civic operating office-building model), is \$513,000. At the opposite end of the spectrum, it is estimated that the City would net \$88,000 per annum from a market lease on this building. Neither of these options include the value of the public programs offered or the ability of the tenant to leverage funding from other agencies in the comparison.

There is a risk that the Museum will not be successful, and that the City may incur a one-time cost if there is a default. This cost is estimated at \$300,000. Previous reports have stated that the risk to the City is small compared to the possible benefits of the Museum operating successfully as a centre for children, offering public programs and year-round activities.

### **Safety/Crime Prevention Through Environmental Design (CPTED)**

A CPTED review for the Kinsmen Park Master Plan was carried out in 2011. No further CPTED feedback is required at this time.

### **Other Considerations/Implications**

There are no policy, financial, environment, privacy or CPTED implications or considerations.

### **Due Date for Follow-up and/or Project Completion**

With Council's approval, the Museum will proceed with the Agreement to Lease, project planning and program development. Annual reporting on progress will occur according to the terms set out in the Agreement following the Museum's annual reporting cycle.

### **Public Notice**

Public Notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is required.

### **Attachments**

1. Milestones – July 14, 2014
2. Overview of Schedule for Children's Discovery Museum
3. Terms of Donor Solicitation and Recognition
4. Program Services Agreement General Terms and Programming Opportunities
5. Local Attractions – Extract from May 2013 Museum Business Plan
6. Communications Plan and Frequently Asked Questions

### **Report Approval**

Written by: Jeanna South, Special Projects Manager  
Reviewed by: Brenda Wallace, Director Environmental and Corporate Initiatives  
Catherine Gryba, General Manager Corporate Performance  
Approved by: Murray Totland, City Manager





# MILESTONES

July 14, 2014

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In spring 2013, City Council received the Children's Discovery Museum (CDM)'s business plan for the move and expansion into the Mendel building. Council approved that Administration report further on the next steps moving forward. In accordance with this, Administration prepared a milestones grid for the Children's Discovery Museum.

We would like thank Administration for their support, and in particular, for coordinating and funding a strategic planning workshop with museum consultant Catherine Cole on October 6, 2013. This document details the CDM's progress since the workshop in meeting the milestones set out by Administration.

## 1 MISSION, VISION, VALUES AND GOALS

As part of the workshop with Catherine Cole, we revisited our goals, and mission and vision statements. We also discussed our values, which had not been previously documented. Given the importance and substantive nature of this endeavor, a working group has been formed to draft a new mission, vision, values and goals for board review. After consulting a business professor at the University of Saskatchewan, the working group has begun to layout our values and beliefs. The following are the initial points from which value/belief statements are being drafted. The CDM endeavors to:

- ◆ Actively reaching our community's diversity (cultural, economic, differing abilities);
- ◆ Build community;
- ◆ Promote joyful play;
- ◆ Play a vital role in learning and creativity; giving children access to learning essentials and new experiences;
- ◆ Contribute to Saskatoon as a destination city;
- ◆ Become a cultural hub;
- ◆ Become a progressive institution, engaged in innovative educational practices that align with current research;
- ◆ Be a resource for children, families, schools, early childhood education, partners, staff and volunteers, and the community;
- ◆ Exemplify strong governance and fiscal responsibility;
- ◆ Embody Saskatoon's past, present and future;
- ◆ Reflects Saskatoon's humble beginnings and settlers mentality, acknowledging both the city's and the Museum's roots;
- ◆ Work and grow with the city; and
- ◆ Embody the legacy of the Mendel building

Our current purpose statements are:

- ◆ Our mission is to foster creativity, curiosity, and a lifelong love of learning in children 12 and under through hands-on exhibits, programming and outreach.
- ◆ Our vision is a state-of-the-art, centrally located children's museum in downtown Saskatoon that is a vibrant and welcoming hub for children and families, a resource for schools, and a major tourist destination.

Our goals are:

- ◆ To develop a world-class children's museum in the Mendel building.
- ◆ To have a minimum of 12,000 square feet of gallery space.
- ◆ To attract a minimum of 60,000 visitors a year.
- ◆ To build between 6 and 12 permanent exhibits, all hands-on and interactive, aimed at children 12 and under.
- ◆ To provide exhibits and programming that will be unique and reflect the diverse Saskatchewan community, heritage, and landscape.
- ◆ To host travelling exhibits from other children's museums.
- ◆ To be open seven days a week, year-round.
- ◆ To offer programming, birthday parties, camps, and special events.
- ◆ To partner with school, preschool, and daycare groups from Saskatoon and surrounding communities.
- ◆ To serve as a Province-wide resource for parents and educators.
- ◆ To offer outreach programming to those unable to visit.
- ◆ To provide an amenity that allows for access for all socio-economic classes represented in Saskatchewan.
- ◆ To become a major tourist attraction in Saskatchewan, benefiting local businesses and the economy.
- ◆ To be financially successful, with roughly half of our income being earned from admissions, memberships, programming, special events, and merchandise sales, and half being contributed through annual giving and public and private grants.

Although some government programs classify us as a museum, others do not. This leads to confusion when seeking funding. Given this discrepancy, we have been weighing the pros and cons of keeping "museum" in our name. Roughly 80% of the world's children's museums use "museum" in their title, but the word may convey a degree of elitism to the local community thereby making the facility seem less accessible. Our board is open to a name change, and to exploring whether or not we want to create a collection and become a museum in the strictest sense.

## 2 EXHIBITS AND PROGRAMS

### Overview

Children's museums are unique cultural organizations that bring together children, families and community for meaningful interactions, developing essential foundational skills and sparking creativity. Children's museums differ from other cultural institutions such as museums and art galleries in that the user experience, targeted to children, is hands-on, interactive, and child-directed. In contrast to traditional museum directives that say, "look but don't touch," children's museums encourage learning, discovery and exploration through active play. The CDM is the only one of its kind in Saskatchewan and there is no other cultural organization in the province that provides the same cultural contribution.

CDM fills a unique role: We provide a bridge between the intimate home learning environment and that of the curriculum-directed school by combining play with specific learning objectives in a welcoming, informal, and developmentally appropriate setting. As an educational resource and cultural hub of activity it is essential we cultivate relationships with the formal school systems as well as preschools, daycares and community-based organizations serving children and families. Visits by schools and other learning groups to explore exhibits and participate in programming are the anchor of our visitor base and we offer cultural experiences these groups could not have within formal education settings.

Our goal is to create a broad range of exhibits and programs that reflect Saskatchewan's communities, culture, heritage, and landscape. We do not want to duplicate any of the offerings at current institutions in Saskatoon. Instead, we aim to complement them by choosing different aspects of our community to highlight, or delivering educational content to younger audiences. We aim to engage both children and adults with all of our exhibits.

The CDM values the engagement of the broader community in the creation of a new cultural, educational and tourist destination that Saskatoon can be proud of. The community for the CDM includes children and families, schools, early childhood development programs, funders, partners, arts and cultural organizations, the general public, and those involved in the Mendel building redesign including the City of Saskatoon, architects and exhibit designers. As part of the design process, the CDM is committed to engaging, listening and reframing so that planning and decision-making on exhibit and program design meets community expectations and needs.

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## 1 INTRODUCTION

This document is intended to capture requirements for development of the Children's Discovery Museum on the Saskatchewan, to inform our consultants and for general definition of what the CDM values when creating exhibits and experiences at the museum.

## 2 EXHIBIT GUIDELINES

The following lists outline what the CDM thinks is important when developing exhibits. All exhibits should be evaluated for alignment with these criteria.

### 2.1 Open-ended

- ◆ Many layers of understanding and ways to use, multiple outcomes, simple and complex
- ◆ No defined goals, no testing, no wrong way to use
- ◆ Never finished, allows repetition, with kids able to adjust parameters
- ◆ Fosters creative exploration and expression
- ◆ Not a mere demonstration (i.e. avoid "push a button, something happens")
- ◆ Doesn't require reading; doesn't preach or try too hard to teach
- ◆ Useable without constant staff supervision or extensive staff training

### 2.2 Hands-on

- ◆ Touchable, inviting, intuitive
- ◆ Engages multiple senses, whole body
- ◆ Through, on, in, over, under, up, down, across ...
- ◆ FUN functionality and play content is highest priority
- ◆ Direct hands-on manipulation of objects (i.e. balls, blocks)
- ◆ Integrate purposeful physicality into exhibits (i.e. pedals, pumps, lifting, reaching, climbing, human power)
- ◆ Use simple physical controls that children intuitively understand, such as levers, wheels
  - Size controls appropriately for the activity (i.e. larger wheels for more power), usable by little or big hands; large enough for everyone to use
  - Use non-slip materials and easy to grasp shapes on controls (knurling, indents); children's fingers should not slip in an effort to move them

### 2.3 Relevant

- ◆ To familiar everyday experiences
- ◆ To Saskatchewan's past, present, and future (culture, heritage, economy, social issues)
- ◆ To the world around us, broadening awareness



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- ◆ To education, with a learning framework identified for each exhibit

**2.4 Unique**

- ◆ Different from other exhibits/programming in the region;
- ◆ Different from what is possible at home, at daycares, or in the classroom
- ◆ Different from what parents want in their homes (i.e. too big, too messy)
- ◆ Incorporates local artists: quirky, eclectic, raw, natural, beautiful.
- ◆ Not just familiar – give kids things that make their jaws drop!

**2.5 Flexible**

- ◆ Easy to update, change, improve, keep fresh (i.e. create to 75%, then final 25% elements available for periodic changes and evolution)
- ◆ Numerous ways for staff to help animate the space; provide in-gallery storage for programming materials
- ◆ Accommodate varied programming for school and preschool groups, public activities, birthday parties, camps, holiday offerings, special events, adult events
- ◆ Accommodate interactive performance arts and creative programming (i.e., actors intermingled with visitors)

**2.6 Durable**

- ◆ Toddlers are the most violent humans on the planet; never forget this. See also Section 3.7 Material.
- ◆ Easy to clean, sterilize, maintain, repair, and lubricate, with easy staff access to all parts.
- ◆ Economical to operate
- ◆ Components and consumables that are common and readily available in Saskatoon, with hidden in-gallery storage from which staff can easily restock
- ◆ Provide for easy, obvious, appealing storage of loose items to encourage “everything in its place” and minimize floor clutter. (i.e., like Lean 5S, shadow boards, colour coding, visual cues - can make sorting, classification, and cleaning up fun)

**2.7 Appealing to Diverse Visitors**

- ◆ Elements for all ages, including baby spaces in all exhibit areas
- ◆ Opportunities for individual or collaborative play
- ◆ Multiple access points (i.e., features that entice children into the experience)
- ◆ Natural ways to ensure kids take turns (i.e., take an action, then have to retrieve something)
- ◆ Reflects diversity in race, economic level, ethnicity, gender, ability
- ◆ Accessible for disabilities, non-readers, non-English/French speaking people

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## 2.8 Engaging and Absorbing

- ◆ Exploration and self-guided discovery play, directed by kids' interest level and development; whether a few minutes or half a day
- ◆ Allow different interactions on different visits; may be changed by other children interacting in the same space.
- ◆ Solving problems, being challenged, unleashing creativity
  - Making mistakes without being penalized
  - Some frustration; it's good for kids to have some trouble with things.
  - Some fear; to overcome on a later visit. (i.e. dark tunnel)
  - Some risk; to develop judgment.

## 2.9 Connections

- ◆ Between children and their caregivers
- ◆ Between visitors (children and adults)
- ◆ Collaborative play between different aged kids
- ◆ Between visitors and museum staff, volunteers, or guest artists/presenters

## 2.10 Baby Areas

- ◆ Some spaces should be reserved for use just by the youngest children (e.g. babies, toddlers)
- ◆ Safe, welcoming, creative, protected, sensory, soft
- ◆ Easy to clean

## 2.11 Portable

- ◆ Some spaces should be portable rather than installed.
- ◆ Kiosks/carts/standalone for popups, demonstrations, and outreach
- ◆ For example, demonstration-based science demos where the activity is too dangerous for kids to do themselves (e.g. dry ice), or too remote for direct interaction (e.g. planetarium).

## 3 FACILITY GUIDELINES

The following lists outline what the CDM thinks is important when developing the museum as a whole, to ensure that all visitors enjoy their experience. The facility plan and architectural work should be evaluated for alignment with these criteria.

### 3.1 Beautiful

- ◆ Use a visually-appealing colour palette that appeals to adults as well as children throughout the museum, exhibits, and labels; not just primary colours.

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- ◆ Fresh, in good repair, with cohesive elements that can be updated regularly/seasonally/culturally (i.e. kids art work, digital displays, wall panels, floor stickers, craft topics)
- ◆ Do not emphasize form over function; avoid exhibits or galleries that look impressive but don't have enough to do.

### 3.2 Welcoming

- ◆ Open, flowing, friendly, and accommodating
- ◆ Safe, comfortable, and engaging for all ages of visitors: children, adults, seniors
- ◆ Universally accessible (e.g., physically, culturally, socio-economically) noting that some individual exhibits cannot practically be made universally accessible
- ◆ A social and educational hub
- ◆ Open year round
- ◆ Easy to find your way in and around, with frequent, clear signage (i.e. washrooms, amenities) – visual, for non-readers too
- ◆ Connected, with clear sightlines so parents can see children in exhibits
- ◆ Results in long, enjoyable visits
  - Kids not wanting to leave
  - Adults comfortably enjoying their visits, with minimal fatigue.
- ◆ Results in enthusiastic repeat visits
  - Children and adults in our community wanting to return again and again
  - Locals bring visiting tourists to the facility as a top-tier, year-round attraction for families.

### 3.3 Comfortable

- ◆ Spaces to eat, have coffee, perhaps a glass of wine
- ◆ Spaces to refresh, rest, and enjoy quieter moments (for adults and children)
- ◆ Spaces that facilitate social interaction amongst adults/caregivers
- ◆ Adequate and comfortable padded seating with back support and armrests to help get up/down. (i.e. movable benches)
- ◆ Appropriate seating and quiet areas for nursing mothers
- ◆ Water fountains

### 3.4 Practical

- ◆ Adequate storage for items visitors bring in different seasons.
- ◆ Coat and boot storage, backpacks and winter clothing, rentable lockers
- ◆ Stroller parking and access
- ◆ Programming spaces separate from exhibit spaces so all areas of the museum remain open to the public during booked programming (i.e., school groups, camps)

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- ◆ Consider requirements as “base camp” for activities in surrounding park
- ◆ Family-friendly restrooms and baby change areas
- ◆ Wash stations (for visitor and staff use), onsite laundry (for staff use)
- ◆ Adequate reception / box office / crush space for large groups

### 3.5 Sound and Noise Management

- ◆ Provide high-energy spaces, and calm, quiet, low-energy spaces
- ◆ Design so that people can hear each other and the sounds of exhibits
- ◆ Design to keep ambient sound levels low
  - Liberally use padding, carpeting, acoustic ceiling tiles, suspended sound attenuation, sound-absorbing panels (i.e. above the “touch” zone).
  - Use spaces to “trap” sound
  - Avoid “acoustic overload” for adults and especially seniors
  - Substitute mechanical for “real life” sounds when the latter are loud and carry (i.e. percussion instruments)
- ◆ For staff, separate, quiet office spaces/meeting rooms for phone calls, etc.

### 3.6 Lighting

- ◆ Design bright, light spaces incorporating natural light where appropriate
- ◆ Avoid glare, shadows, and local bright spots.
- ◆ Use transitional lighting between exhibits in which the light levels change
- ◆ Use dark spaces sparingly and only to create a “special effect”

### 3.7 Materials

- ◆ Use durable finishes and materials that hide wear-and-tear (i.e. antiqued, distressed, wood, stone, metal) and that resist deterioration from cleaning and sterilization
- ◆ Use local, natural, sustainable, low-emission materials where practical
- ◆ Avoid finishes and materials that chip or need constant touch-up or cleaning to keep looking good.
- ◆ Avoid any materials or objects that are cheap, flimsy, or poorly-constructed. They will break.
- ◆ Repurposing recycled materials is desirable, but must consider adult perception (i.e., can look eclectic but not junky)

### 3.8 Signage, Labels, and Graphics

We would like to primarily use digital signage/displays for signage and labeling, to allow easy updating and changeable messaging (see section 5 CHALLENGES - Technology).

- ◆ Disguise/integrate digital signage into unique artistic features that also allow display of kids’ artwork, etc.

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- ◆ Use signage liberally for providing content to adults – within exhibits, in lobby, ticketing, throughout, for changeable messaging, providing content, QR codes to access deeper information.
- ◆ Labels and signage targeted at adults, for their interest and so they can extend the experience of the children in the museum and at home.
- ◆ Make learning visible, relevant to specific exhibits.
- ◆ Provide content to illuminate aspects of early children behavior and development
- ◆ Provide content that lets adults/older kids prompt additional possibilities for interaction with the exhibit.
- ◆ Provide community announcements/bulletin board via digital signage
- ◆ Maximum Grade 6 readability

## 4 HEALTH AND SAFETY

Health and safety are of primary importance. Incorporate the principles of Safety by Design in all exhibit and architectural development.

### 4.1 Safety

- ◆ Review each exhibit for safety concerns.
- ◆ Minimize childhood health problems (i.e., spread of contagious diseases, injuries)

### 4.2 Notable Hazard Areas

Pay special attention to notable hazards, such as:

- ◆ Climbing structures
- ◆ Un-anticipated climbing on other features
- ◆ Hinged or pivoting components (avoid pinch points);
- ◆ Prevent transfer of force back to operator of controls (i.e. use one-way clutches on cranks, avoid spokes on wheels)
- ◆ Stick-like elements (provide tethers, oversize-ends to minimize poking hazard)
- ◆ Sharp edges, exposed fasteners
- ◆ Choking from small pieces that can fit in a child's mouth
- ◆ Impact from moving parts or mechanical exhibit controls (e.g. levers, wheels).
- ◆ Electricity, heat, stored energy (mechanical, electrical, hydraulic, pneumatic)
- ◆ Easy adult access for rescue from climbing or tunnel apparatus
- ◆ Adequate drainage, suitable flooring, and adequate ventilation in water areas
- ◆ Slip and fall hazards from rain/ice/snow or water play area (also consider associated comfort – no wet socks from standing water)
- ◆ VOC emissions, hazardous materials (e.g., adhesives, lubricants, fabrication, etc.)

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### 4.3 Air quality

Air quality is paramount to long-term healthy enjoyment of the facility. This is primarily the responsibility of the architectural design, but may affect specific exhibits.

- ◆ Special attention to water features (can become breeding ground for fungus and bacteria that pose a health risk, and create an unpleasant smell that can easily permeate the entire facility).
- ◆ Separate HVAC zones for independent control, designed for peak loads
- ◆ Consider negative air pressure in water / humidity zones (i.e. water features) for containment.
- ◆ Theatre spaces and active play areas may require additional air supply and return

## 5 CHALLENGES

### 5.1 Visitor Behavior

- ◆ We definitely DO want free, physical, active, lively, noisy play and to let kids do what kids do.
- ◆ But we don't want out-of-control, facility-wide screaming/running; can be disruptive to other visitors and museum programming.
- ◆ Plan for varying expectations and tolerance levels of visitors
- ◆ Structure the exhibits, open spaces, and transition areas to encourage free play while containing and directing the chaos
- ◆ Deliberately incorporate purposeful physicality into specific exhibits and performance spaces

### 5.2 Technology Use

- ◆ We DO want to be relevant, and kids today are very engaged with technology.
- ◆ But kids get enough screen time already, technology moves very quickly and quickly becomes obsolete, and technology-based exhibits often seem to be the ones that end up "out of order"
- ◆ "No Screen Time" policy – minimize kids sitting at computers or interacting with screens
- ◆ Use technology only for things like stop-motion claymation, green-screen news casts/dance – story/art/experience FIRST, technology SECOND.
- ◆ Use technology that is bigger, different than what is available at home
- ◆ Avoid expensive, single-purpose installations.
- ◆ Include Wifi and ample bandwidth for user convenience and future purposes
- ◆ Consider integrating user-brought devices into experiences

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### 5.3 Loose Parts

- ◆ We DO want lots of fun loose parts (puzzle pieces, blocks, costumes, stuffed animals, play tool, play food, crayons, etc.) as they make for very open-ended, enjoyable experiences.
- ◆ But, loose parts require constant staff work tidying and looking for things; parts often go missing; areas can get very messy
- ◆ We need to find a balance.

### 5.4 In-House Workshop

- ◆ We want to be able to keep the facility and exhibits in excellent repair
- ◆ We want to be able to do some fabrication and repair on-site
- ◆ Would require skilled “maker” personnel on staff; additional training and safety
- ◆ If workshop is included, CDM may build, rather than purchase, some initial exhibits.

## 6 EXHIBITS AND THEMES

### 6.1 Definitions

We have found it useful to define the following terms:

- ◆ Exhibit – a specific interactive apparatus, either portable or installed
- ◆ Gallery – a room or space that may contain one or more exhibits
- ◆ Theme – the unifying topic for a gallery and the exhibits it contains

We anticipate that themes for galleries would be set for 3 to 10 years, as part of the stable, unchanging 75% (See Section 2.5 Flexible) of each gallery and exhibit. The specific exhibits and elements within a gallery may have different life cycles, ranging from very short-term experimental spaces, to monthly or quarterly, to several years, or as long as the gallery itself.

### 6.2 Desirable Exhibit Types

Each gallery will generally contain multiple exhibits, with consideration given to visual and thematic cohesiveness, and appropriate blends of activity and noise levels. Some diverse exhibit types we would like to include:

- ◆ Small scale or fine motor creating (e.g., “maker spaces”, could be arts or engineering): low activity level
- ◆ Large scale or gross motor creating (e.g., creating large structures, moving and stacking large things, construction, destruction, etc.): medium activity level
- ◆ Role and pretend play (e.g., could be performance arts, kid-size town, etc.): medium activity level
- ◆ Physical activity (e.g., large scale unique climber): high activity level
- ◆ Water or air exhibit: medium activity level
- ◆ Younger kids only area (e.g., baby/toddler spaces, both separate and integrated into all exhibit areas): medium activity level



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- ◆ Passive (e.g., planetarium, professional performances, demonstrations, etc.): low activity level
- ◆ Portable and pop-up activities for both in-facility and outreach
- ◆ Decorative only (e.g., historical toy collection)

### 6.3 Themes

We would like to integrate relevant themes into galleries and their exhibits—in structure, content, imagery, and/or programming—to connect them to Saskatchewan’s communities, culture, heritage, and landscape, and to the wider world.

We do not want to duplicate any of the offerings at current institutions in the region (e.g., Western Development Museum, Meewasin Valley Authority, Wanuskewin, etc.) Instead, we aim to complement them and/or partner with them. Some possible themes and possible related exhibit elements are listed below.

It is important to recognize that specific exhibit elements could be appropriate within many different themes. For example, a climbing feature might be interpreted as a grain elevator within an agriculture theme, a fish ladder or a forest in a nature or environmental theme, a family tree in a heritage theme, a map in a geography theme, or a building or crane in a construction theme. Note that we would also like to consider alternatives to themed immersive galleries, such as the quirky, eclectic, flexible spaces common to emerging STEAM/maker/tinker trends.

It is expected that the actual themes and related exhibits that will be used in the museum will be established during the museum planning process.

<b>Gallery/Theme</b>	<b>Possible Topics or Exhibit Elements</b>
Performance arts	Music, drama, puppetry, storytelling, dance, TV studio, set and prop creation, green screen, Saskatchewan artists and musicians, battle of the bands, improvisation, game show, FN/Metis/New Canadians/global, giant bubbles
Visual arts	Drawing, painting, textiles, multimedia, collage, artist-in-residence, art bartender, collaborative art, stop-motion Claymation, paper making, printing press, mosaics, FN/Metis/New Canadians/global
Construction and transportation	Structures, architecture, urban design, fort building, robotics, houses and shelters, bridges, roads, Imagination Playground, pulleys, diggers and cranes, magnets, make your own vehicle, cable cars, boats, canoes, riverboats, horse, carts/wagons/sleighs, streetcars, aircraft, Amazing Airways, race tracks, large scale marble run, make your own rollercoaster
Nature and geography	Lakes, rivers, ancient ocean, prairie, boreal forest, Canadian shield, climate, seasons, hunting and fishing, historic buildings



	<b>Exhibits &amp; Programming Committee</b>  <b>Museum Design Criteria</b>	<b>Page</b> 12 of 12	
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		04	2014-07-14

	of Saskatoon, maps, FN/Metis/New Canadians/global, gardening, composting
Saskatchewan resources	Mining (potash, uranium) Energy (oil, coal, natural gas, wind, solar, hydro) Agriculture (crops, livestock)
Around town	Grocery store, farmer's market, international bazaar, post office, childcare, vet clinic, bank, car mechanic, restaurant, hospital, courtroom
Health and human development	Early brain development, psychology, understanding disabilities

#### 6.4 Additional Candidate Topics and Exhibits

The following are additional exhibits and activities identified in early brainstorming sessions. It is expected that the actual exhibits that will be used in the museum will be established during the museum planning process.

- ◆ Black light, other light
- ◆ Fabric and weaving
- ◆ Air pressure, Bernoulli blower, pneumatic mail
- ◆ Toys and games from yesteryear
- ◆ Fitness and physical activity
- ◆ Skype to another facility
- ◆ Distorted or forced-perspective room
- ◆ Astronomy, planetarium
- ◆ Gopher tunnels, tree houses
- ◆ Ice sculptures, quinzhees
- ◆ Pool-noodle "forest"
- ◆ Engineering "maker" spaces
- ◆ Financial literacy
- ◆ Math, statistics, and probabilities
- ◆ Mythology, monsters, gods, legends

**DOCUMENT END**

## What's Next?

The CDM has issued a Request for Proposals to hire a professional design firm specializing in the development of children's museums and the associated hands-on exhibits, to help the CDM clearly define the exact scope of the project. Once awarded, the successful proponent would lead the CDM through the following stages of this "pre-design" phase to, in approximate order, to create a Master Museum Plan:

1. Initial collaborative planning with CDM board and committee members.
2. Consultation sessions with community stakeholders and intended programming partners.
3. Preparation of the master museum plan, including but not limited to:
  - a. Visitor experience plan.
  - b. Comprehensive functional space program to advise subsequent architectural design, including but not limited to galleries, exhibits, entrances, programming and birthday party spaces, offices, storage, retail spaces, other required amenities.
  - c. Galleries and exhibits defined, including suggested themes, educational foundations, and programming options.
  - d. High-level schedule and cost estimate for subsequent phases up to completion of the facility (including but not limited to exhibit development, design, fabrication, testing, transportation, installation, and commissioning).
  - e. Conceptual drawings and images to support fundraising.

To ensure the robustness of the deliverable documents, the CDM intends to also involve an architectural design professional in the project. It will be dependent on the capabilities of the successful exhibit/museum design firm whether the project will also need to include the services of a separate architectural design firm.

The project is expected to involve travel to Saskatoon by the exhibit design firm, since there are no appropriate design firms located locally. Additionally, it is expected that the project will involve focus groups, design charettes, or other methods of stakeholder engagement that will be carried out as part of the project, under the leadership of the professional design firm. As the intent of this project is to bring in an experienced world-class design firm, it is expected that the actual details of the project's execution will be largely determined after the awarding of the contract, capitalizing on the experience brought to the project by the successful proponent.

Some examples of design firms:

- Gyroscope Inc: <http://www.gyroscopeinc.com/>
- Hands-on! Inc: <http://www.hofl.org/>
- Argyle Design <http://www.argyledesign.com/>
- Roto: <http://www.roto.com/>
- Toboggan: <http://www.toboggandesign.com/>
- AldrichPears Associates: <http://www.aldrichpears.com/>
- Redbox Workshop: <http://www.redboxworkshop.com/>
- Boston Children's Museums: <http://www.bostonchildrensmuseum.org/exhibits-programs/museum-professionals/museum-consulting>

Three board members and the CDM Manager attended the Association of Children's Museums' Interactivity conference in Phoenix, May 12-16, 2014:

<http://www.childrensmuseums.org/index.php/interactivity-conference.html>.

This conference gave us the opportunity to speak with all the firms who attend as vendors, before we issued our RFP for museum planning. We also had the chance to learn about the latest trends and best practices from hundreds of other children's museums, including play-based learning research, exhibit and programming development, marketing and fundraising, HR policy, and so much more. In our experience so far, people in the children's museum sector have been very helpful and they always willing to advise us and share resources. The conference was a chance to meet so many more people from many different children's museums and this will have a huge impact on our ability to continue to draw on the experience of others as we move forward.

## Possible Traveling Exhibits

A snapshot of just a few of the traveling exhibits available from Association of Children's Museums members includes:

### The Art of Andy Warhol: Interactive Art

The Art of Andy Warhol is a unique, interactive exhibit featuring original Warhol silkscreen prints and a working silkscreen studio. In this exhibit, visitors experience the silk screen process from beginning to end. After designing an original image out of newsprint, young artists take their images to the silkscreen bed, place them under the screen and assist staff in spreading the ink across the screen with a squeegee. The screen is then lifted and the original piece of art is complete. The artwork includes Warhol's Myth Series, prints of fantasy characters from his childhood, and Toy paintings, based on his passion for collecting toys. Other activities include costumes inspired by the Myth Series characters, a reading area with books on Andy Warhol and art, and original tin toys from Warhol's collection.

### Building Brainstorm: Architecture & the Built Environment

Building Brainstorm, which was developed with the Center for Architecture Foundation, creates a fantasy architecture studio in which children ages 5-12 and their families research and explore a range of building design challenges. Kids and adults experiment with building materials, explore engineering problems and investigate how their choices about light, form, structure and organization can impact a building's design.

Visitors:

- Build 3-D models with architectural blocks
- Create 3-D crawl-through structures using geometric frames & fabric
- Design their own layouts for a family apartment or house
- Transform a home's interior using a computer design game
- Match 2-D geometric magnetic shapes to Shanghai's dramatic skyline
- Experiment with light & space at a window research station

Building Brainstorm is trilingual (English, Spanish, French), meets national curriculum standards in design, problem solving, social studies and the visual arts.

#### Chagall for Children: Art, Creativity

Chagall for Children focuses on the works of Marc Chagall. This pioneering exhibit is a unique approach to introducing children to art through the life and work of a master artist, helping children and adults alike develop a greater understanding and appreciation of all forms of artistic expression. The exhibit is designed to engage visitors in the exploration of both art and the artist through 15 interactive, multi-sensory components. Each component features one of Chagall's works with an accompanying hands-on activity in a variety of media that encourages the visitor to explore and work with specific art principals such as colour, composition, light and texture. Many stations are accompanied with audio descriptions, highlighting information about the artwork upon which the interactive is based. An extensive selection of books about the artist is provided to encourage further exploration and to stimulate literacy learning.

#### Crime Lab Detectives: Hands-on, Forensics, Crime Solving

This exhibit engages visitors in an interactive experience that unleashes their inner Sherlock Holmes with Crime Lab Detectives. A burglary has occurred and your visitors are the lead detectives. They are challenged to examine the various clues, such as cloth fibre on a picket fence and tire marks, which will be useful in solving the crime. Families are encouraged to approach the exhibit as a team while students may explore it on their own or in groups. The accompanying Detective Notebook will help guide them through the process. The exhibit offers two solution tracks presenting a challenge to visitors of all ages. Your visitors will have to use scientific reasoning skills such as observation, classification and analysis while evaluating evidence, making inferences, problem solving and finally drawing conclusions. Crime Lab Detectives cultivates the use of communication skills, teamwork, logical thinking, data organization and debate in a creative role-playing environment. Forensic Science concepts such as the study of fingerprints, chromatographs, DNA, insect lifecycles, tire marks, hair analysis, thread comparison and handwriting analysis are all covered in their pursuit of the culprit.

#### How People Make Things, Inspired by the Mister Rogers' Factory Tours: Hands-on, manufacturing, informal learning

Every object in our world has a story of how it is made. How People Make Things tells that story by linking familiar childhood objects to a process of manufacturing that depends on people, ideas and technology to transform raw materials into finished products. This exhibit explores four manufacturing processes: cut, mold, deform and assemble. Visitors learn about each process through hands-on activities, Mister Rogers' Factory Tour videos, artifact representations of these processes and take home projects that extend learning and conversations beyond the museum visit. Everyday products featured in the exhibit include 10,000 Crayola crayons in 90 colors, 10,000 springs, traffic lights, cooking pans, sneakers, baseball bats, baseball gloves and matchbox cars. Visitors move through the four different factory areas to see how everyday products are manufactured. Visitors will make a die cut box and a vacuum formed bowl, and watch a plastic spoon being made by an injection molder. They can also operate a 3-axis mill, assemble a golf cart, or see a robotic arm in action. This exhibit provides the opportunity to try new things, to think in new ways and to foster on-going curiosity.

#### Torn From Home: My Life as a Refugee

This exhibit provides 8 to 12-year-old children with a balanced introduction to the plight of refugees, and people of all ages an inspiring learning experience and awareness about the importance of human rights. Some additional learning goals based around the exhibit include:

- Increase understanding among school-aged children, teachers, and youth leaders about human rights and the lives of refugee children and their families.
- Support parents, caregivers, and teachers in their crucial role of facilitating children's learning through programs, resource materials, and modeling.
- Encourage children of diverse backgrounds and abilities to play together while learning about the issues of conflict.
- Nurture and promote interaction among children and adults about these complex issues.
- Support community-programming efforts of local exhibit venues.

This creative and educational exhibition was developed in partnership with Lied Discovery Children's Museum and international aid organizations including UNHCR, the UN refugee agency. Philanthropist Pam Omidyar helped conceive the exhibit and personally provided core funding. "We hope children and other visitors will take away from the exhibition a sense of empathy and insight into the lives of refugee children around the world," said Linda Quinn, Executive Director of Las Vegas' Lied Discovery Children's Museum. "This exhibition will allow them to walk in the shoes of refugee children and reflect on issues such as losing a home and human rights in a creative, educational and interactive way."

The Zula Patrol: Mission Weather: Interactive children's science exhibit exploring weather

The Zula Patrol, those colourful and energetic Galactic fact gatherers have been planet hopping across the Solar System on their never-ending quest for knowledge. They've finally landed on Earth to study the weather on our home planet. We can experiment right along with them and learn what weather is, how it works, what affects it, and how it affects us. This compact exhibition is anchored by five freestanding installations that combine to create the colorful cartoon world of Zula. Captain Bula, Professor Multo, Space Pilot Zeeter, flying wonders Wizzy and Wigg, and Space Pet Gorga invite you to apply the scientific method. Learn all about clouds, precipitation, wind, temperature, and other weather phenomenon. The exhibit addresses the developmental needs of children by increasing scientific knowledge and habits of mind, addressing National Science Education Standards meeting National Association for the Education of Young Children Curriculum Guidelines, providing different types of play opportunities, and providing opportunities for children to exercise Multiple Intelligences. The Zula Patrol is a multifaceted brand of learning tools including an animated television series, outreach program, classroom activities, permanent and traveling museum exhibitions, and digital dome theatre show aimed to provide early science and reading literacy for children in preschool through 2nd grade.

## Some Exhibits at Other Children's Museums

While further exhibit planning and design will be informed through a community engagement approach and the formation of a new Board committee, the following examples of successful exhibits at other children's museums provide a sense of the types of exhibits we are guided and inspired by.



Manitoba Children's Museum



Manitoba Children's Museum



Toronto Kidspark



Providence Children's Museum





Toronto Kidspark



Providence Children's Museum



Toronto Kidspark



Canadian Children's Museum, Gatineau



Houston Children's Museum



Musee pour Enfants de Laval



Musee pour Enfants de Laval



Manitoba Children's Museum



## Target Audience

Our target audience is children ages 12 and under, and their caregivers who are living in, or visiting Saskatoon and surrounding communities.

## Community Partnerships

Over the past several years, we have developed several partnerships and collaborations with other similarly mandated groups.

### **Saskatchewan Science Centre**

We have been in discussions with the Science Centre since 2010 about the possibility of partnership opportunities at the Mendel. We have, in fact, already partnered on programming, jointly hosting Science Saturdays at the Children's Discovery Museum in fall 2011. More recently, on October 7, 2013, we met with Sandy Baumgartner, Executive Director, Bruce Anderson, Chair, and Michelle Jensen, Vice Chair and discussed how we might further advance our relationship. Possibilities include collaborating on exhibits and programming, sharing office space, having one of their staff at the Mendel to program jointly with us and do their north-of-Saskatoon rural outreach. Please see Appendix A for a letter of support.

Similar to the CDM, the Science Centre targets children and a corporate crowd. The Science Centre has seen a great response in Regina and is looking for ways to extend its programming further north to Saskatoon and beyond. The CDM also sees potential to use the mutual partnership to extend the CDM's programming to other locations across the Province.

### **PotashCorp International Children's Festival of Saskatchewan**

The CDM has had a positive relationship with the Children's Festival since the CDM's inception in 2002, and this relationship has grown closer in the past three years. The Children's Festival's Executive Director, Shauna Bradford-Wilson, and Treasurer, Pamela Oliva, participated in a Museum planning workshop in October 2013, and a partnership with the Festival is anticipated. What that will look like remains to be determined; it may involve the Festival re-locating to the Mendel, sharing office space (probably in a sub-lease arrangement), sharing staff, and hosting joint events.

The Children's Festival has indicated that the Mendel building and site would be ideal for the annual Festival. They anticipate that they could use the indoor theatre and other flex spaces for indoor programming. The outdoor site, in conjunction with Kinsmen Park, would be perfect for outdoor programming. In addition to the sharing of space, the two organizations plan to seek opportunities to share staff and other resources when possible, thereby increasing the efficiency of both organizations. Please see Appendix A for a letter of support.

### **School Boards**

The Museum has been working with the Saskatoon school boards since opening the Market Mall facility in 2009, developing programming to complement the provincial curriculum, and offering this programming to school and preschool classrooms field trips.

Thanks to the generous funders of the Museum's Access Program, the CDM brings in 50 classrooms each year from Saskatoon's Community Schools free of charge. The museum has also initiated conversations at higher levels within the school boards, with the aim of working together to create the best possible educational opportunities at the Mendel. Please see Appendix A for a letter of support from George Rathwell, Past Director of Education of Saskatoon Public Schools. Also see [http://www.museumforkids.sk.ca/documents/Group\\_Visits\\_Fall\\_2013.pdf](http://www.museumforkids.sk.ca/documents/Group_Visits_Fall_2013.pdf) for a recent programming brochure.

### **Saskatchewan Population Health and Evaluation Research Unit (SPHERU)**

The Saskatchewan Population Health and Evaluation Research Unit (a bi-university unit between University of Saskatchewan and University of Regina) operates a Healthy Children research program in early child development and are also part of a major national network on brain development, NeuroDevNet. The Unit has an interest in partnering with the CDM to develop an exhibit and/or programming related to early childhood development and brain development in general. Discussions in late 2013 with the Director, Nazeem Muhajarine, and Knowledge Transfer Manager, Fleur McQueen-Smith, explored collaboration opportunities for hands-on exhibits for younger children, with educational information and activities for older children and adults on brain development. Please see Appendix A for a letter of support.

### **University of Saskatchewan College of Education**

The CDM has met with the Associate Dean, Michelle Prytula, and Head of the Department of Educational Foundations, Dianne Millar, to discuss the College of Education's potential involvement as the Museum moves forward, both in the exhibit and programming design phase; and as future partners on initiatives after the new facility is open, sharing expertise and allowing for opportunities to engage education students. Please see Appendix A for a letter of support.

### **Saskatchewan Mining Educational Centre**

We have been in conversation with the Saskatchewan Mining Educational Centre about collaborating on an exhibit showcasing the mining industry in the province. Please see Appendix A for a letter of support.

### **Royal Astronomical Society – Saskatoon Centre**

The CDM has had several positive discussions with members of RASC, as well as with Alan Dyer from TELUS Spark in Edmonton, about the possibility of a flexible planetarium. Please see Appendix A for a letter of support.

### **Wide Open Puppet Theatre**

Wide Open Puppet Theatre has been involved in planning since 2010. We recently touched base with them again and we are planning on meeting again soon to discuss what this might look like.

### **Meewasin Valley Authority**

We met with Lloyd Isaac, Chief Executive Officer and briefly with Doug Porteous, Manager of Community Development, on November 14, 2013. We discussed how the CDM at the Mendel could become another important destination in the river valley, how we will complement rather than duplicate each other's programming, and how cross-marketing could look.

### **Wanuskewin**

We have spoken with Wanuskewin Board Members Beth Bilson and George Rathwell. We feel it is very important to reflect our entire community at the Mendel, and we are committed to including First Nations content in our museum. We intend to continue exploring collaborative programming with Wanuskewin.

### **Saskatoon Early Childhood Association**

We have discussed our plans with one of their members, Nancy Lautner, and we will continue to engage this organization as we move forward.

### **Tourism Saskatoon**

The CDM met with President & CEO Todd Brandt, and Director of Industry Development and Sports Tourism Randy Fernets, on March 18, 2014. They are very supportive of our plans, which will have significant impact on tourism here in Saskatoon.

## 3 FUNDING

Although it is too early in the development process to secure pledges or letters of support from public or private funders, we are continually building relationships with potential funders.

### Capital Campaign

We have retained DCG as our professional fundraising consultant, and we are excited to have started working with Don Gorsalitz and Cass Cozens, Capital Campaign Director. The feasibility study (Phase One) is expected to be completed in mid-August 2014. To date, feedback from potential funders is positive, and assuming City approval is forthcoming, it is hoped that a significant sponsor will come forward with seed funding. Following that, once the Master Museum Plan is established, we intend to start our capital campaign with the goal of raising \$10M over approximately 12 months.

#### Fundraising plan

**Phase One** of this project (Feasibility Study) involves the following activities by the consultant DCG Philanthropic Services:

1. Up to 20 one-hour interviews with a cross section of community opinion leaders, including: board members, staff members, current and past donors, major gift prospects, proponents and volunteers;
2. Up to 2 town hall style community focus groups;
3. Assessment of capacity within the community to secure funding at various projected levels and or goals;
4. Evaluation of key stakeholder groups and individuals to assess their known interests in the CDM;
5. Preparation of key messaging and draft case for support;
6. Development of tactical campaign work plan;
7. Participation in planning and information meetings as needed;
8. Formal interaction with designated project leadership personnel to prepare them for campaign components and execution; and
9. Regular progress updates to the CDM leadership.

**Phase Two** of this project will involve the following activities by the consultant:

1. Coaching and guidance to campaign leadership, volunteers, and any in-house staff assigned to the project to execute campaign strategy;
2. Development and oversight of campaign committees;
3. Preparation of job descriptions and expectancies for all volunteers;
4. Training for volunteers;
5. Establishing campaign timelines and reporting practices;
6. Interaction and management of suppliers to prepare and produce campaign materials and coordinate events;
7. Establishing donor/volunteer recognition practices;
8. Participation in planning and information meetings as needed;

9. Regular interaction with designated CDM project team members, campaign leadership and Volunteers; and,
10. Regular progress updates to the CDM board.

While the above provides an overview of consulting support, CDM as the client is encouraged to consider appropriate internal resources to support the campaign. Capacity will be required in administration, as well as a considerable commitment of time from the CDM's senior leadership, board members and volunteer campaign members. Solicitations are most meaningful when a representative of the organization accompanies the volunteer for donor contact.

### **Project Deliverables**

Project deliverables in Phase One include:

1. Series of questions to guide interviews;
2. Agenda, discussion guide and moderation of two focus group sessions;
3. CDM Board presentation to review project results; and
4. Printed report, summarizing findings and outlining campaign strategy, including:
  - a. Written recommendations for a fundraising goal;
  - b. Finalized language for statement of need/case for support;
  - c. Key messages, outline and recommended content for required campaign communication materials;
  - d. Recommended timeline for the campaign & progress reporting schedule;
  - e. Proposed chart of gifts;
  - f. Suggested campaign organizational structure, committee structure and division of responsibilities; and
  - g. Proposed donor recognition strategy.

Project deliverables in Phase Two include:

1. Campaign timelines and leadership committees;
2. Volunteer training manuals;
3. Volunteer training sessions and ongoing support;
4. Donor and volunteer recognition framework;
5. Qualifying donor prospective gift capacity;
6. Volunteer toolkits which include:
  - a. Case for support documents;
  - b. Chart of gifts;
  - c. Suggested request level;
  - d. Pledge forms; and
  - e. Any other relevant information as determined in Phase One.
7. Campaign progress reporting format; and
8. Monthly status reports to the CDM board.

### **Capital Campaign Budget**

Please see attached budget.

## **Canadian Heritage / Cultural Spaces**

We had a telephone meeting with Adrian Wortley, Regional Program Manager, Arts & Heritage, Canadian Heritage and Tracey Cozman, Program Office, Canada Cultural Spaces Fund, on September 6, 2013. We discussed our project and the Cultural Spaces funding program. Please see Appendix B for a letter of acknowledgement. Further to this, our Capital Campaign Director, Cass Cozens, met with Tracey Cozman in Regina in early March 2014, and we will be submitting an application once we have met some eligibility requirements.

## **Early Commitments**

We have recently received \$10,000 from the Saskatoon Community Foundation and \$10,000 from SaskCulture in support of our museum planning and design work with an outside consulting firm, and \$5,000 from Tourism Saskatoon in support of our Capital Campaign feasibility study.

## **Founding Executive Director Funding**

We are grateful to the City of Saskatoon for suggesting and considering support in the amount of \$25,000, to go towards our new position of Founding Executive Director (see Section 5), and to the Ministry of Parks, Culture, and Sport for matching this contribution (now received). Depending on who we hire, if we need to raise further funds to round out the City and Province's contributions, we will explore the following options:

- DCG is working on securing a major pledge for the capital campaign, and some of the funds would potentially go towards the Founding Director position.
- We have an application in with SaskCulture (see below) and are being considered for their new emerging institutions Annual Global Funding program.
- We will explore capacity building grants from the Saskatoon Community Foundation and SaskCulture.
- We will approach private donors.

We have had success with a funding approach through grants and private donors when we raised \$60,000 for the business plan.

## **Projected Contributed Operating Income**

### **Ministry of Parks, Culture & Sport**

We had a telephone meeting with Gerry Folk, Executive Director, Cultural Planning & Development Branch, Ministry of Parks, Culture & Sport, on November 4, 2013. We discussed our project and the funding programs of the Ministry, either directly or through SaskCulture. Following this, we met Gerry in Saskatoon on January 20, 2014. We had a very good conversation and received lots of positive feedback as well as advice on how to proceed to become eligible for provincial funding through SaskCulture. We asked if the Ministry would consider matching the City's contribution for our Founding Executive Director position, and we were pleased that on March 6, 2014, Gerry let us know that they would.

## **SaskCulture**

We met with Rose Gilks, General Manager, on January 9, 2014. We had the opportunity to share our plans and we received good feedback and very helpful guidance. She encouraged us to apply for SaskCulture's Annual Global Funding (AGF) for core operational once we are open at the Mendel. Furthermore, she let us know that they are considering a pilot program for emerging cultural institutions, to assist in getting promising organizations to the stage where they can be eligible for the AGF. We submitted our application on May 26, 2014 with the hopes of being eligible for both the general AGF for post-opening, and for this new emerging institution program, which would mean we would be able to access some funding for operations pre-opening so that we can more effectively build our organization. Our application is available upon request.

## **City of Saskatoon Arts and Grants Consultant**

We met with Kathy Allen, Arts and Grants Consultant for the Community Development Branch, on September 20. We discussed their funding programs and talked about our future plans. Please see Appendix B for a letter of acknowledgment.

## **Director of Fund Development**

Recognizing the importance of ongoing fundraising efforts to support our operations in the future, we have planned for a staff position dedicated to fund development. It has been the experience of similar institutions that this is critical. Reporting to the Executive Director and communicating with all other administration staff as required, this senior management position is responsible to provide leadership for appeals of the Children's Discovery Museum, for the corporate donations and sponsorships program, for the individual appeal program, and for the supervision of fundraising events.

## **Projected Earned Operating Income**

Please see our business plan pp. 43-45 and business plan Appendix K for detailed projections. These will be revisited in 2015-2016 and adjusted accordingly. Note that in the event we cannot meet the goals of our capital campaign, renting office space at the rates ICR has projected is a viable source of alternative funding given the low vacancy rates in downtown Saskatoon.

# **4 BOARD AND COMMITTEE DEVELOPMENT**

## **Board**

Our board is made up of extremely dedicated, passionate and engaged individuals. Most sit on several committees and are willing to commit many hours to the Children's Discovery Museum. In the past year and a half, thanks to both intentional planning and excellent museum staff, the board has moved away from involvement in daily operations of the CDM. In the coming months, we plan to transition further into being strictly a governance board.

Following the workshop last October, we completed an analysis of the board's current capabilities and limitations. The main points are:

- We identified gaps in our relationships with the provincial government, potential major donors and sponsors, education, tourism, First Nations communities, and newcomer communities.
- We identified no significant gaps in specific skills. However, we recognize that greater competencies are needed in many areas as we move forward on a much larger project.
- In terms of board diversity, we identified a lack of male board members (which has since been remedied), and a lack of board members over 50.
- We wanted to have a lawyer and an architect on our board, and we have since recruited them.

More generally, we are looking to recruit people with time, energy and passion in this critical time of growth.

In the past six months, we have recruited three new board members, and we are actively looking for three more to fill identified gaps, including Early Childhood Education, First Nations, and Tourism. Our current board directors are:

<b>Position</b>	<b>Member</b>	<b>Organization</b>
<b>President</b>	Dave Hunchak	Systems Manager, Mining and Metallurgy, SNC-Lavalin Inc.
<b>Vice-President</b>	Genevieve Dessommes Denny	Children's Discovery Museum on the Saskatchewan
<b>Treasurer</b>	Erica Smith	Chartered Accountant and Business Consultant
<b>Secretary</b>	Christine Thompson	Project Facilitator, Prevention Institute
<b>Past President</b>	Dr. Erica Bird	Children's Discovery Museum on the Saskatchewan
Director	Lisa Aitken	Director, Marketing (Canada) and Intercompany Transaction, Cameco Corporation
Director	Mouna Karam	Owner, Artography by Mouna
Director	Travis Reynolds	Ph.D. (Public Policy) expected, University of Saskatchewan
Director	Andrew Wallace	Associate Director, Space Management & Planning, Facilities Management, U of S
Director	Jenny Hoffman	Director Legal Services, Governance and Assistant Corporate Secretary, Cameco Corporation

### **Board President**

Dave Hunchak was unanimously by the Board as our next President effective June 9, 2014. Dave is a professional engineer, with expertise in project management, risk management, quality management, and technology development. Dave works as Systems Manager at SNC-Lavalin, focused on the global development of potash projects.

Past President Erica Bird has moved to Victoria for a year starting in July 2014, and is staying active on the Board. Erica and Dave have been working together for months and the transition has been smooth.



## Advisory Board

<b>Member</b>	<b>Organization</b>
<b>Dave Denny</b>	Pelican Properties
<b>Les Dubé</b>	Concorde Group of Companies
<b>Byron Horachek</b>	MNP
<b>Jim Hutch</b>	Hutchtech Inc.
<b>Doug Matheson</b>	RBC Wealth Management, Dominion Securities
<b>Lynn McMaster</b>	Canadian Museum of Civilization
<b>Lori Leach</b>	Kinetic
<b>George Rathwell</b>	Saskatoon Public Schools
<b>Dana Soonias</b>	CEO, Wanuskewin
<b>Brian Storey</b>	Pelican Signs

## Committees

Previously, our board was focused on operations at Market Mall, with a committee dedicated to Future Planning. In the past six months, we have restructured so that the board and the majority of its committees are focused on future development. Seven committees have been established to ensure adequate oversight of the CDM. Consistent with the advice obtained from comparable facilities, the corporate bylaws allow individuals who are not on the Board of Directors to sit on these committees. This allows the organization to gain expertise and assistance in certain areas without requiring all contributors to join the Board. The committees are as follows:

<b>Committee</b>	<b>Committee Members</b>
<p><b>Building</b> Undertake architectural and construction work to make the best of the Mendel building's significant attributes.</p>	<p><b>Dave Denny</b> (Chair), Business Owner, Pelican Properties  <b>Dave Hunchak</b>, Systems Manager, Mining and Metallurgy, SNC-Lavalin Inc.  <b>George Rathwell</b>, Retired Educator, Former Director of Saskatoon Public Schools  <b>Andrew Wallace</b>, Associate Director, Space Management &amp; Planning, Facilities Management, U of S</p>
<p><b>Exhibits</b> Create exhibits and programming that will be unique and reflect the Saskatchewan community, culture, heritage, and landscape.</p>	<p><b>Christine Thompson</b>, Project Facilitator, Prevention Institute (Chair)  <b>Dr. Erica Bird</b>, President, Children's Discovery Museum on the Saskatchewan  <b>Shauna Bradford-Wilson</b>, Executive Director, PotashCorp International Children's Festival of Saskatchewan  <b>Anneka Richer</b>, General Manager, Children's Discovery Museum on the Saskatchewan  <b>Dave Hunchak</b> Systems Manager, Mining and Metallurgy, SNC-Lavalin Inc.  <b>Amber McGrath Huck</b>, Consultant, KeenEye Connected  <b>Genevieve Dessommes Denny</b>, V.P., Children's Discovery Museum on the Saskatchewan</p>
<p><b>Negotiations</b> Develop a building management model, and assist with all contractual and commercial negotiations.</p>	<p><b>Genevieve Dessommes Denny</b> (Chair), V.P., Children's Discovery Museum on the Saskatchewan  <b>Dave Denny</b> (Interim), Business Owner, Pelican Properties  <b>Lisa Matlock</b>, Colliers International  <b>TBD</b>, Lawyer</p>
<p><b>Human Resources</b> Develop a human resources model. Build a strong, committed, and passionate board and committees. Recruit employees and volunteers.</p>	<p><b>Lisa Aitken</b>, Director, Marketing (Canada) and Intercompany Transaction, Cameco Corporation (Chair)  <b>Dave Hunchak</b>, Systems Manager, Mining and Metallurgy, SNC-Lavalin Inc.  <b>Christine Thompson</b>, Project Facilitator, Prevention Institute  <b>Dr. Erica Bird</b> (Chair), President, Children's Discovery Museum on the Saskatchewan</p>
<p><b>Fundraising</b> Assist DCG Philanthropic Services in running a successful capital campaign. Secure pledges for contributed core operating funds.</p>	<p><b>Genevieve Dessommes Denny</b> (Chair), V.P., Children's Discovery Museum on the Saskatchewan  <b>Dr. Erica Bird</b>, President, Children's Discovery Museum on the Saskatchewan  <b>Dave Hunchak</b>, Systems Manager, Mining and Metallurgy, SNC-Lavalin Inc.</p>
<p><b>Marketing</b> Create a strong message about the importance and value of a children's museum for Saskatchewan. Ensure that the museum's message is reaching the community and resonating with people.</p>	<p><b>Travis Reynolds</b>, Ph.D. (Public Policy) expected, University of Saskatchewan  <b>Christine Thompson</b>, Project Facilitator, Prevention Institute  <b>Dr. Erica Bird</b>, President, Children's Discovery Museum on the Saskatchewan</p>
<p><b>Operations</b> Continue to successfully operate the Market Mall location. Two sub-committees manage the fundraising events, What's for Dinner and the Discovery Dash.</p>	<p><b>Anneka Richer</b> (Chair), General Manager, Children's Discovery Museum on the Saskatchewan  <b>Dr. Erica Bird</b>, President, Children's Discovery Museum on the Saskatchewan  <b>Mouna Karam</b>, Bachelor of Law (Damascus), USCAD Photography, Owner, Artography by Mouna  <b>Erica Smith</b>, Chartered Accountant and Business Consultant  <b>Christine Thompson</b>, Project Facilitator, Prevention Institute</p>

### **Some committee updates**

#### **Building Committee**

The Building Committee has been meeting bi-weekly in 2014, preparing to issue an architectural RFP for building improvements once City approval and initial fundraising is in place. We intend to use standard RAIC documentation and project phases, and have identified the split of responsibilities between the CDM (as client), the architect firm, and the exhibit development firm. An initial pre-design phase, led by an exhibit design firm, will provide the functional space program and master museum plan that will drive the architectural requirements. Leadership of the project would then pass to the selected architectural firm, for coordination and project management. Discussions with the City are continuing

and essential, to ensure appropriate coordination between the CDM's planned improvements and the City's planned upgrades to the Mendel facility.

### Exhibits Committee

The Exhibits Committee meets monthly and has created a Museum Design Criteria document outlining our values and goals for exhibits and programming and the museum experience. The committee prepared and issued an RFP for children’s museum planning and design work, and intends to award the contract once City approval has been secured and funding is fully in place.

### Human Resources

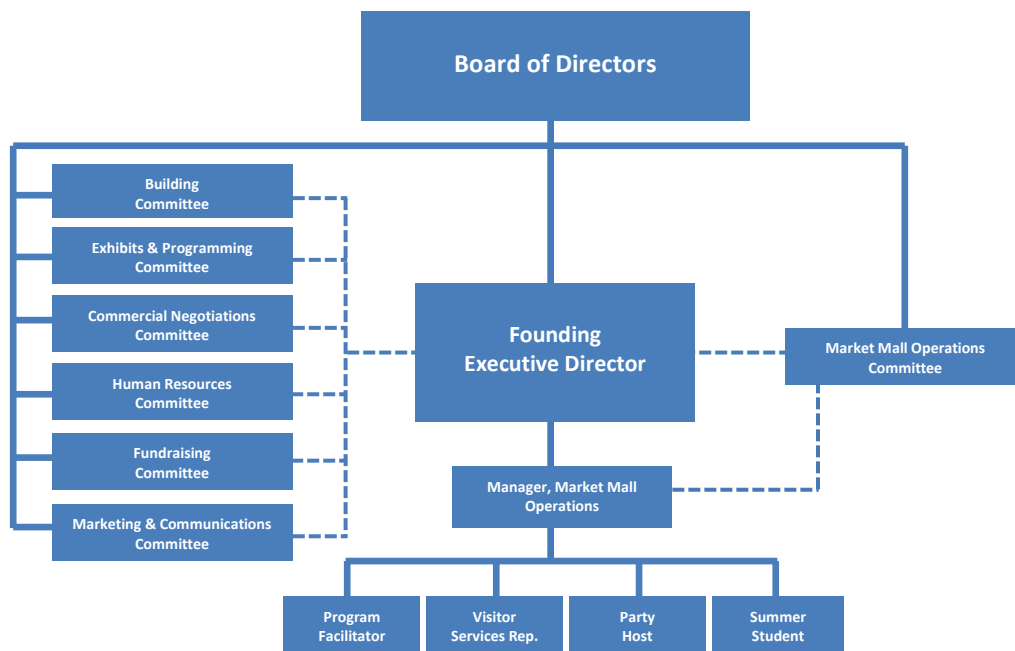
The HR committee recently recruited, interviewed, and hired the new Founding Executive Director. We have also identified gaps on our board and committees, and are working to recruit appropriate new board and committee members.

### Fundraising

The fundraising committee has been working closely with DCG, with weekly coordination on the feasibility study. In addition, DCG is prepared a Development Plan for the museum (pro-bono) to outline a path to sustainable financial success once the museum is operating in the new facility.

## Organizational structure

This structure includes our newly hired Founding Executive Director, see next section.



## 5 FOUNDING EXECUTIVE DIRECTOR

The CDM hired Jaki French for this position. Jaki has been the Executive Director of the popular and successful Ness Creek Music Festival for six years and brings a wealth of experience to the CDM, ranging from team management and community engagement, to the transitioning from a working board to a governance board. Jaki started part time in June while she wraps up this year's Ness Creek festival, and starts full-time with the CDM Aug 1, 2014.

### Job posting

#### Position and Responsibilities

Your role will be to collaboratively lead the transformation of the organization into a new, top-tier, hands-on cultural and educational centre for Saskatchewan's children and families, to be located in the Mendel building. Reporting to the board of directors and working with a committed group of volunteers, staff, and consultants, you will lead the museum in the areas of exhibit and program development, marketing and communications, human resources planning, operations, fundraising, and the redevelopment of the Mendel facility. The full information package for this position is available at [www.museumforkids.sk.ca](http://www.museumforkids.sk.ca).

#### Education and Qualifications

- Education: University degree preferred
- Relevant work experience: 8 years minimum

#### Requirements of the position

- Proven success leading multi-disciplinary teams to achieve organizational objectives
- Proven track record in inspiring confidence in funders, partners and colleagues
- Diplomatic and effective negotiation skills
- Articulate and confident verbal communication skills
- Solid understanding of financial concepts
- Effective and accurate written communication skills
- Strong credibility and good judgment
- Irregular work hours including evening meetings and weekend events

#### Assets

- Experience working within the arts, voluntary, charitable and/or education sectors
- Knowledge of early childhood development and play-based learning principles

**Term:** Full-time, one year term, with the strong possibility of two additional one year terms (total of three years)

**Start Date:** Immediately

**Based In:** Saskatoon, Saskatchewan

Please submit cover letter and resume via email to [discovery@museumforkids.sk.ca](mailto:discovery@museumforkids.sk.ca) by May 2, 2014.

## Job description

### *Key Responsibilities:*

#### 1) Board Committee Leadership (40%)

- Actively participate on all Board committees: Building, Exhibits and Programming, Human Resources, Fundraising, Marketing and Communications, and Market Mall Operations
- Provide leadership support to the Committee Chairperson, members and consultants to ensure committee responsibilities align with and fulfill the organization's strategic aims
- Coordinate competing priorities, resource needs and timelines across the various committees using a diplomatic and solutions-oriented approach
- Cultivate strong, mutually beneficial relationships with professional volunteers participating on and consultants working with Board committees

#### 2) Communications and Engagement (40%)

- Compellingly articulate what the Children's Discovery Museum aspires to become
- Raise the media profile of the Children's Discovery Museum
- Cultivate strong, high-impact relationships with a variety of community stakeholders (local, provincial, and federal government, donors, sponsors, funding organizations, businesses, schools, early childhood development programs, arts and cultural organizations, First Nations and newcomer communities, and exhibit and programming partners)
- Actively participate in community engagement processes to listen to community needs and expectations to improve decision making, impact, and accountability; includes engaging with children and families and the general public

#### 3) Financial Management (10%)

- Create budgets
- Manage budget appropriation and reporting
- Manage cash flow
- Prepare and submit ongoing funding applications and pursue new funding opportunities for the capital campaign and future operations at the Mendel

#### 4) Oversee Market Mall operations (10%)

- Support the ongoing, efficient operations of the current Market Mall museum location

### *Desired Qualities of the Founding Executive Director:*

You are a proven leader with successful experience in moving organizations forward in pursuit of a vision. Your leadership abilities are characterized by an ability to build and direct a diverse and unified

team of staff, volunteers and consultants, garner broad community support, and increase visibility of the organization.

You are a problem solver and a strategic thinker. You can work in ambiguous, uncertain situations, help define problems, articulate strategic alternatives, and translate them into compelling solutions.

You are an energizing person. You have the ability to draw people together to share in ideas so that they feel they own it together. You are proud of your work, but realize it really belongs to the community.

Specific experience with museums is not a requirement but you do have an affinity for the mission of museums and cultural organizations. You can clearly and persuasively articulate the value of children's museums to galvanize widespread commitment for play-based learning.

You are inspired by the reimagining of a treasured community and heritage landmark building – the Mendel in Saskatoon. You envision a public space that is fun, inspiring, inclusive, and flexible for children, families and educators. You value community stakeholders being able to voice their ideas and aspirations for a new children's museum in Saskatoon.

You are not daunted by the hard work of building an organization that is experiencing rapid growth. You understand the elements of what makes an organization successful and have the ability to acquire the necessary resources to put these elements in place. You are adept at transforming ideas into specific, goal-driven outcomes.

This is an opportunity for a spirited, talented and purposeful individual to build a legacy and invest in our community's future: to create a unique and vibrant centre for the youngest members of our community, for their parents and all who care for them, and to cultivate the learning and creativity of our future citizens.

*Term:* Full-time, one year term, with the strong possibility of two additional one year terms (total of three years)

*Compensation:* Commensurate with experience

*Reports to:* Board of Directors, Children's Discovery Museum on the Saskatchewan

## **6 PROJECT MANAGMENT**

Please see attached 2014-2017 work plan and overview of schedule.

## APPENDIX A: LETTERS OF SUPPORT FROM PARTNERS AND COLLABORATORS



November 27, 2013

His Worship the Mayor and Members of City Council  
City of Saskatoon  
Saskatoon, SK

On behalf of the Saskatchewan Science Centre I am writing in support of the proposed move of the Saskatoon Children's Museum to the current Mendel Art Gallery space. Over the past few years we have had the opportunity to work with the museum and find the organization to be a good fit for future shared initiatives with the Science Centre.

As a provincial organization the Saskatchewan Science Centre is looking for increased opportunities to deliver science-related educational programming in and around the Saskatoon area. Our experience with the Children's Museum demonstrates a tremendous opportunity for both organizations to work together in this regard. In 2012, for example, the Science Centre provided programming at the museum for "Science Saturdays". This initiative was a great success and provided insight on future opportunities.

In October of 2013 Board representatives from the Saskatchewan Science Centre travelled to Saskatoon for an initial Board to Board meeting with representatives of the Children's Museum. This first meeting demonstrated a strong willingness amongst both organizations to work collaboratively on areas of shared interest—particularly in the promotion and delivery of learning opportunities for young children across the province. Some examples of collaboration that were discussed include having a member of the Saskatchewan Science Centre staff operate out of the new Children's Museum space; hosting a visiting exhibition in the gallery space periodically; sharing exhibits between the two locations; collaborating on joint programming; and providing reciprocal memberships.

At a follow up meeting of the Saskatchewan Science Centre Board of Directors it was agreed that we continue discussions with the Saskatoon Children's Museum and support where feasible the museum's move to the Mendel Art Gallery space. The Science Centre would consider assisting with organizational capacity building, staff training, sharing contacts in the science centre community, and providing background information on administrative, fundraising, and exhibit development.

We look forward to continuing the positive working relationship we have developed with the Saskatoon Children's Museum, we are optimistic about the future opportunities that will emerge as part of this relationship, and we encourage the City of Saskatoon to continue working with the museum.

Should you have further questions, please do not hesitate to contact me at 306-791-7924.

Sincerely,

A handwritten signature in black ink, appearing to read "Sandy Baumgartner".

Sandy Baumgartner  
Executive Director  
Saskatchewan Science Centre



To Whom It May Concern,

Re a new location for the Children's Discovery Museum in Saskatoon

The idea of locating a new, larger Children's Discovery Museum to the banks of the South Saskatchewan River is widely supported by the Pre- Kindergarten- Grade 12 educators and education systems of Saskatoon and region. A Children's Discovery Museum housed in a renovated Mendel Art Gallery would offer students a great place of learning; while teachers would be provided an environment for great teaching. The Mendel Art Gallery building's central location in our city makes it an ideal education center for the type of interactive learning so necessary for our students in the twenty first century.

Students from the entire city and region have ready access to this beautiful setting on the river. The opportunities for educational field trips throughout the school year are obvious to all of those involved in Pre- Kindergarten – Grade 12 education.

In addition to this ideal location, the building's interior also offers wonderful existing educational settings for the arts, theater, ecological gardens and much more. The building and the setting are excellent resources for learning and will only be enhanced by the interactive exhibits of a Children's Discovery Museum. The potential for learning in such a center goes well beyond our youngest students. This facility and setting would be an educational destination center for people of all ages and for visitors to our city. Entire multi-generational families would find such a learning environment very appealing for family- based activities.

A new, enhanced Children's Discovery Museum will be a wonderful educational asset to our city. Such a center will provide great opportunities for students, families, and educators to develop partnerships that will not only enhance education, but enhance our city. There are many precedents for such educational partnership work in our city. One clear example is the production of the Children's Festival held each year in downtown Saskatoon on the banks of the river. Clearly, this type of educational partnership work could include the Children's Discovery Museum to ensure the use of the facility and the quality of the educational experiences for children and students of all ages. This work would be supported by both of the school divisions in our city and by the educational organizations of the region. In speaking to both of the Directors of Education in our city in regard to the relocation of the Children's Discovery Museum to a restored Mendel Art Gallery building, it is clear that this idea has very strong support from educators in our city. The mission and vision for such a center is shared by the education systems.

We have a unique opportunity in our city at this time. A great building of tradition in the arts and learning must be re- purposed. Could there be a better new purpose for this facility than a learning center that promotes creativity, curiosity and lifelong learning for our entire community located in the very heart of our city?

Respectfully,

George Rathwell

Past Director of Education

Saskatoon Public Schools



November 18, 2013



PotashCorp Children's Festival of SK  
706-601 Spadina Crescent East  
Saskatoon SK S7K 3G8  
T: 306.664.3378 F: 306.664.2344  
W: [www.potashcorpchildrensfestival.com](http://www.potashcorpchildrensfestival.com)

## **LETTER of SUPPORT**

### **Regarding the Adaptive Re-Use of the Mendel Art Gallery Building Proposal**

The senior management and members of the Executive Committee of the Board of Directors of the PotashCorp Children's Festival of Saskatchewan (legal name: Northern Saskatchewan International Children's Festival Inc.) agree in principle to support the adaptive re-use of the Mendel Building to become a centre for creative learning and civic engagement for children. The Children's Festival is on record as having been involved in moving the conversation forward since 2010. The Children's Discovery Museum on the Saskatchewan (CDM) is the primary tenant of record concerning this initiative, and the Children's Festival supports the success of the Children's Discovery Museum insofar as the two organizations are able to work together to benefit the cultural and creative learning agenda of Saskatchewan children via this proposal for adaptive re-use.

Since 1988, the Children's Festival has been a part of the cultural fabric of Saskatoon and a provincial leader in presenting the best in children's arts performance and participation opportunities from around the world. The Children's Festival has been proud to be part of the ongoing conversation concerning cultural accessibility and creative learning for children age 12 and under in our province, as well as on a national and international scale. The mission, vision, and values of the CDM are complementary to the mission, vision and values of the Children's Festival, and to this point the Children's Festival has been very glad to support the engagement process of the CDM to the fullest extent possible (research and development, infrastructure support, non-profit consultation, workshop participation, communication support, etc). It must be noted that the Children's Festival is not in a position to support the capital campaign or financial commitments of the CDM in any way, and the Children's Festival intends to access the amenities of the CDM as a tenant when the CDM is able to take occupancy of the Mendel building.

There is a strong likelihood that the Children's Festival and the CDM will be able to solidify a partnership that includes the sharing of human capacity and organizational

resources in the future. It is expected that other organizations with similar cultural and/or civic missions will also become part of the agreement.

The Children's Festival will require access to a variety of spaces and amenities of the facility on both an annual and an ongoing basis, and the planning cycle of both organizations allows for complementary programming across a number of identified programming priorities. As we understand it, the CDM has agreed that more than one multi-use space which may be used for presenting will be part of the facilities platform of the CDM, as will office and storage space, with each available for rent. At this point, the Children's Festival is able to commit to supporting the development agenda of the CDM and to speak to the value of an internationally-recognized and -affiliated discovery learning centre for children in our community such as the CDM represents.

for **PotashCorp Children's Festival of Saskatchewan**



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Shauna Bradford Wilson, Executive Director

for **Children's Discovery Museum**



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Erica Bird, President

**Attachments:**

Organizational Summaries

Financial Statements of Organizations



SASKATCHEWAN POPULATION HEALTH AND EVALUATION RESEARCH UNIT

November 22, 2013

Erica Bird  
President  
Children's Discovery Museum  
Saskatoon, SK

Partners in Health:

Saskatchewan Health  
Research Foundation (SHRF)  
University of Regina  
University of Saskatchewan

RE: Support for developing museum exhibit on early childhood development

Dear Erica,

It was good to meet with you on October 25<sup>th</sup>, to discuss our ideas for working with you to develop an exhibit on the science of early childhood development when you move into the Mendel space. As we discussed at the meeting, an interactive museum exhibit focused on early childhood development and childhood neurological development could translate research into experience for museum visitors of all ages. By providing a venue for scientific knowledge immersion, parents, children, educators and others with a stake in early childhood development can become informally educated about relevant issues in their lives.

The Science Museum of Minnesota has created a successful exhibit which promotes public awareness of the critical importance of the 0-5 year old developmental period. *The Wonder Years: The Science of Early Childhood Development* focuses on four key areas including;

- how scientists study young children and their current research interests in early childhood development;
- how early experiences shape the young brain and influence social, emotional, physical and cognitive development;
- methods and highlights of early learning; and
- the importance of positive relationships for healthy childhood development.<sup>1</sup>

The interactive exhibit demonstrates how day to day life affords powerful opportunities to apply existing scientific knowledge. The exhibit inspires curiosity through play and experimentation, giving adults an understanding of the child's perspective of the world, and children an opportunity to engage in discovery. As objects are handled and "tried out," newly learned scientific knowledge comes alive. The underlying theory is that children and adults learn about what they do. Therefore an experience, like wearing a set of glasses that demonstrate what a one month old infant can see, can encourage empathy and understanding, informing parenting practice.

We feel our research organization, the Saskatchewan Population Health and Evaluation Research Unit (SPHERU), is well positioned to assist with developing this exhibit as we have a long history of collaborating with community and government partners, a strong scientific understanding of early childhood development, and a national reputation for our Healthy Children research and knowledge translation program. Engaging the public is part of our core mission, and we believe that this exhibit would help us do that in a very compelling, engaging way. We look forward to working with you.

Sincerely,

A handwritten signature in black ink that reads "Nazeem Muhjjarine".

Nazeem Muhjjarine, PhD  
Professor and Chair, Community Health and Epidemiology, University of Saskatchewan  
Director, Saskatchewan Population Health and Evaluation Research Unit (SPHERU)  
Lead, Healthy Children research program, SPHERU

<sup>1</sup> <http://museumnotes.blogspot.ca/2011/07/wonder-years-story-of-early-childhood.html>

SPHERU Saskatoon  
501 - 121 Research Drive  
University of Saskatchewan  
Saskatoon, SK S7N 1K2  
Phone (306) 966-2250  
Fax (306) 966-6487  
E-mail: [spheru@sask.ca](mailto:spheru@sask.ca)

SPHERU Regina  
OK 115, Centre for Kinesiology Health & Sport  
University of Regina  
Regina, SK S4S 0A2  
Phone (306) 585-5674  
Fax (306) 585-5684  
E-mail: [spheru@uregina.ca](mailto:spheru@uregina.ca)

SPHERU Prince Albert  
University of Regina  
Room 154, Woodland Academic Centre  
1500 - 10th Avenue East  
Prince Albert, SK S6V 6G1  
Phone (306) 953-5535  
Fax (306) 953-5305  
E-mail: [spberupa@umail.ca](mailto:spberupa@umail.ca)



November 29, 2013



**City of Saskatoon**

**Re: Mendel Art Gallery Re-Use Plan**

The Royal Astronomical Society of Canada Saskatoon Centre Incorporated (“RASC Saskatoon”) is a local organization under the auspices of The Royal Astronomical Society of Canada. The objects of RASC Saskatoon include: i) stimulating interest, and promoting and increasing knowledge, in astronomy and related sciences; and ii) making contributions and rendering assistance to individuals and institutions engaged in the study and advance of astronomy.

Accordingly, we look very favorably upon institutions which will be able to work closely with the public for the advancement of astronomy and science in general, and especially those which focus upon children. In that regard, we have established, what we feel is a very good relationship with the Children’s Discovery Museum (“CDM”). The CDM, in conjunction with RASC Saskatoon, promotes astronomy week. CDM, in conjunction with RASC Saskatoon and using a STARLAB portable planetarium borrowed from the Saskatoon Public School Board, on occasion provides a planetarium and an experienced astronomer to facilitate astronomical outreach to all interested Saskatoon children. We intend to continue both of these programs with CDM, and to create others of mutual interest.

We are very excited about the future possibilities for scientific outreach available to CDM with a move to the Mendel - especially the possibility of a site-specific planetarium. We look forward to the expanded outreach possibilities and we intend to continue to foster and support such collaborative programming.

It is indeed our pleasure to provide our support for moving the Children’s Discovery Museum to the Mendel.

Yours Truly,

  
James P. Gorkoff

President  
**RASC Saskatoon Centre**  
PO Box 317, RPO University  
Saskatoon, SK S7N 4J8

November 20, 2013

**Re: Discussions between the Discovery Museum and the Saskatchewan Mining Education Centre project (SMEC)**

To Whom It May Concern:

I am pleased to confirm that the Children's Discovery Museum (CDM) and EXPLORE: The Saskatchewan Mining Education Centre (SMEC) have entered into discussions with regards to a joint mining exhibit when the CDM moves and expands into the Mendel building in Saskatoon, SK. More information about SMEC can be found at [www.exploreSMEC.com](http://www.exploreSMEC.com).

Both the SMEC and the CDM believe that a mining exhibit would be engaging, educational, and fun for children and families, and that it would be relevant to our community and unique to Saskatoon – and Saskatchewan.

By partnering on the design of the EXPLORE exhibit, we would bring together expertise in public programming and the mining industry. The CDM would benefit from attracting visitors to come and enjoy the EXPLORE experience, and from additional sublet income or financial support for ongoing programming, depending on the eventual agreement details.

The SMEC would benefit by engaging and educating the public at a major Saskatoon attraction, and using the exhibit as a proof of concept space for future development. Conversations have only just begun, but both organizations see huge potential in this partnership and look forward to continued discussions.

Best regards,

(hard copy signed November 22, 2013)

Alex L. Fallon BSc(Hons), LLB (Hons)  
President, Saskatchewan Mining Education Centre (a not for profit organization)  
& Managing Director, Rainmaker Global Business Development  
& British Honorary Consul to the Province of Saskatchewan



**College of Education**

28 Campus Drive Saskatoon SK S7N 0X1 Canada  
Telephone: (306) 933-7654 Facsimile: (306) 966-7644

April 10, 2014

To Whom It May Concern:

It is my pleasure to write a letter in support of the Children's Discovery Museum seeking a permanent location at the Mendel Art Gallery site.

The University of Saskatchewan College of Education supports the Museum's development. Its mandate parallels the Saskatchewan Pre-K and Early Learning curriculum, providing our students with the opportunity to see the curriculum in action, early on. In turn, our new inquiry courses will allow our students the opportunity to become involved in the design and implementation of programs at the museum, providing further enrichment to the museum's programming for students throughout the City of Saskatoon and beyond.

In conclusion, I fully support the efforts of the Children's Discovery Museum board as they seek external funding to support development at the new location. It will help our students at the U of S, and it will be further beneficial to students throughout the province.

Please contact me if you would like any further information.

Sincerely,



Dr. Michelle Prytula  
Associate Dean of Undergraduate Studies, Partnerships, and Research  
College of Education  
University of Saskatchewan  
28 Campus Drive Saskatoon, SK S7N 0X1  
Phone: (306) 966-6880  
Email: michelle.prytula@usask.ca

## APPENDIX B: LETTERS OF ACKNOWLEDGEMENT FROM POTENTIAL FUNDERS



3130 Laurier Drive, Saskatoon, Saskatchewan S7N 0J7  
Phone (306) 276-2275 Fax (306) 276-2274

November 18, 2013

Dr. Erica Bird  
Children's Discovery Museum  
116 - 2325 Preston Ave South  
Saskatoon, SK S7J 2G2

Dear Dr. Erica Bird: *Erica*

**Re: Meeting September 20, 2013**

This letter acknowledges that I met with you and Genevieve Dunny on September 20, 2013 to discuss funding programs available at the City of Saskatoon as well as to discuss the Children's Discovery Museum's (CDM) future plans.

The CDM is currently eligible to apply to the Sask Lotteries Community Grant program for project funding up to \$10,000, the next deadline for that program is January 15, 2014.

Thank you for taking with me about the museum's plans for growth. I appreciated meeting you and Genevieve and learning more about the CDM.

Yours truly,

A handwritten signature in black ink, appearing to read "Kathy Allen".

**Kathy Allen, Arts and Grants Consultant**  
Community Development Branch (306-975-3281)

KAA

Monday, November 25, 2013

Erica Bird

Children's Discovery Museum  
116-2325 Preston Avenue South  
Saskatoon, SK S7J 2G2

Dear Erica:

This note confirms that we met by phone on Friday, September 6 to discuss plans for the development of the Children's Discovery Museum in Saskatoon as well as funding programs administered by the Department of Canadian Heritage.

Regards,

Adrian Wortley

Regional Program Manager, Arts & Heritage / Gestionnaire régional de programme, Arts et patrimoine  
Prairies & Northern Region / Région des Prairies et du Nord  
Canadian Heritage / Patrimoine Canadien  
Tel. / Tél.: (204) 983-3618  
Fax / Télécopieur: (204) 983-4751  
[adrian.wortley@pch.gc.ca](mailto:adrian.wortley@pch.gc.ca)



## APPENDIX C: CONTRACT WITH DCG PHILANTHROPIC SERVICES

**THIS AGREEMENT** made in duplicate effective as of the 28<sup>th</sup> day of November, 2013.

DCG Philanthropic Services Inc., a corporation

governed by the laws of Canada

(hereinafter called “**DCG**”)

OF THE FIRST PART

- AND -

Children’s Discovery Museum on the Saskatchewan,

(hereinafter called “**CDM**”)

OF THE SECOND PART

**WHEREAS** CDM has determined to enter into an arrangement whereby it shall appoint DCG to direct, organize, manage, and otherwise make effective the solicitation of certain funds for the benefit of various projects and purposes associated with the CDM;

**AND WHEREAS** for the purpose of this Agreement the said solicitation shall hereinafter be called “The Campaign”;

**AND WHEREAS** DCG and CDM wish to set out in this Agreement their respective rights and obligations in respect of the Campaign;

**WITNESSETH** that in consideration of the mutual covenants and agreements contained herein, and subject to the terms and conditions hereinafter set out, the parties hereto agree to the following:

1. CDM hereby appoints DCG as its agent for the purpose of directing, organizing, managing and otherwise making effective The Campaign and DCG accepts such appointment in accordance with the terms and conditions of this Agreement.
2. CDM represents and warrants that its collection, use and disclosure of personal information in connection with The Campaign does not involve collection, use or disclosure of personal information in the course of “commercial activities” (any particular transaction, act or conduct or any regular course of conduct that is of a commercial character, including the selling, bartering or leasing of a donor, membership or other funding lists).
3. In particular, but not restricting the generality of foregoing, DCG agrees to provide to the CDM the services described in Appendix A hereto, which shall form part of this Agreement.

4. The parties acknowledge that the fund raising objective for The Campaign is approximately \$9 million (for planning purposes). DCG's agreement to make effective The Campaign does not constitute a guarantee, warranty or assurance that funds of any specific quantum will be raised in The Campaign.
5. Effective November 28, 2013, DCG shall commence work on Phase one of the Campaign to direct, organize, manage, and otherwise make effective The Campaign.
6. In addition, in Phase two of the Campaign, DCG shall provide a Campaign Supervisor (President), and a fulltime campaign Director and fulltime Campaign Associate who will manage and implement the planning and execution of The Campaign.
7. It is agreed that the Campaign Director shall be appointed to The Campaign by DCG subject to approval of the CDM and shall not be replaced without the approval of the CDM.
8. In the event that the CDM makes a reasonable request for the replacement of the Campaign Director, it shall make such request in writing to DCG and the Campaign Director shall be replaced within Sixty (60) days from the receipt of such notice.
9. It is agreed that the staff and volunteers of the CDM will give DCG cooperation in the planning and execution of The Campaign.
10. It is agreed that the final decision in all questions as to the proper methods and representations to be used in advancing the interests of The Campaign shall be mutually vested in the designated CDM Person(s) of the CDM and DCG.
11. In consideration of DCG's services hereinbefore described, the CDM agrees to pay professional counseling fees to DCG as follows:
  - a. Phase One, November 28,2013 to completion, \$61,800 project cost

Total \$61,800 plus GST

Progress payment representing 50% of the above fees are due at the completion of one full months service and shall be invoiced accordingly. Final payment for Phase One is due upon completion of services. This formalized fee structure and work to be completed will begin when CDM has authorized the official start of this work.

- b. With the approval of the CDM, Phase Two will begin immediately following the completion of Phase One. Fees for this phase to end of contract or until mutually agreed scope of changes in services

\$32,000.00 project cost

Total \$32,000 per month plus GST

12. It is agreed that except where otherwise indicated, the counseling fees described will be payable monthly in advance on the fifteenth day of each month. It is also agreed that interest on accounts overdue in excess of 60 days will be chargeable by DCG at the rate of 1% (an annual rate of 12%).
13. It is agreed that reasonable expenses relating to travel outside of Saskatoon, other agencies, long distance telecommunications, courier, printing, on-line costs and similar expenses incurred by DCG in the performance of the services hereunder will be invoiced separately each month as incurred with the prior approval of the CDM. All expenditures over \$1,000 must have pre-approval from CDM.
14. The parties acknowledge that the fees described in this Agreement do not include goods and service taxes or similar retail taxes which may be imposed by and payable to the Government of

Canada or the Government of Saskatchewan from time to time during the currency of this Agreement. In the event that such taxes may be imposed lawfully in respect of the fees described in this Agreement, the parties agree the CDM will be liable to remit the same to DCG or the imposing government, as appropriate.

15. It is further understood that in addition to DCG's counsel fees, the CDM may be required, upon the recommendation of DCG, to disburse certain monies to third parties, with the prior approval of the CDM, on account of printing, stationery, postage, audiovisual materials, equipment and premises rental, clerical services, telephone service, travel and promotional expenses, and other similar items incidental to the operation of The Campaign.
16. DCG shall ensure that all funds associated with The Campaign shall be handled by the CDM and all subscriptions and pledges shall be made payable to The Campaign or its legal representatives.
17. DCG shall not offer employment to any employee of the CDM and the CDM shall not offer employment to any employee of DCG during the currency of this Agreement or within one year after its termination. In the event that either party hereto breaches the foregoing, the offending party hereby agrees to pay forthwith to the other, as liquidated damages, and not as penalty, a sum equivalent to two times the annual compensation offered by the offending party and accepted by the employee so hired.
18. This Agreement is subject to cancellation by any party giving (45) days' written notice to the other.
19. All documents, files, printings, and other materials prepared pursuant to this Agreement in any way related to The Campaign shall remain the exclusive property of the CDM and shall remain in its possession at the expiration of the contract.
20. The parties acknowledge that the DCG staff associated with this assignment will be privy to confidential information regarding the goals, objectives, organization, staff, supporters, and other aspects of operations of the CDM. DCG agrees that all such information shall remain confidential and shall not be publicly or privately disseminated during the currency of this Agreement or thereafter.
21. DCG shall comply with all applicable privacy protection laws in relation to its collection, use or disclosure of personal information in connection with the Campaign.
22. This Agreement creates an agency relationship only. Neither DCG, DCG's employees, nor any other persons performing work for DCG will be deemed or considered employees of the CDM, for any purpose whatsoever.
23. Except in the course of the strict performance of DCG's specific responsibilities expressly authorized by the CDM pursuant to this Agreement, DCG is not otherwise the express, implied or apparent agent of the CDM. DCG will not in any way represent or give the appearance of possessing any authority on behalf of the CDM beyond that which is expressly and explicitly granted by this Agreement. Except as explicitly granted by this Agreement, DCG has no express, implied, or apparent authority to: (i) create or assume any obligation on its behalf, or (ii) act or purport to act as an agent of the CDM.
24. Any notice which may be given to the parties concerning this Agreement shall be addressed as follows:

**DCG Philanthropic Services Inc.:**

Mr. Donald C. Gorsalitz

DCG Philanthropic Services Inc.

130 Bonli Crescent

Saskatoon, SK S7N 4A1

**Children's Discovery Museum on the Saskatchewan**

Dr. Erica Bird

Unit 116 Market Mall  
2325 Preston Ave South

Saskatoon, SK S7J 2G2

- 25. This Agreement is a contract made under and shall be governed by and construed in accordance with the laws of the Province of Saskatchewan and the federal laws of Canada applicable in the Province of Saskatchewan.
- 26. If, in any jurisdiction, any provision of this Agreement or its application to any party or circumstance is restricted, prohibited or unenforceable, such jurisdiction, be ineffective only to the extent of such restriction, prohibition or unenforceability without invalidating the remaining provisions of this Agreement and without affecting the validity or enforceability of such provision in any other jurisdiction or without affecting its application to other parties or circumstances.
- 27. This Agreement may be executed by the parties in counterparts and may be executed and delivered by facsimile and all such counterparts and facsimiles shall together constitute one and the same agreement.

**IN WITNESS WHEREOF** the parties hereto, by their respective signing officers, have executed this Agreement on the dates below indicated.

**DCG Philanthropic Services Inc.**

in the City of Saskatoon effective as of the 28<sup>th</sup> day of November, 2013.

Per: \_\_\_\_\_

Donald C. Gorsalitz, President

**Children's Discovery Museum on the Saskatchewan**

in the City of Saskatoon effective as the 28<sup>th</sup> day of November, 2013.

Per: \_\_\_\_\_

Erica Bird, President

## Overview of Schedule for Children's Discovery Museum

Prepared by the Children's Discovery Museum

### Summary of Annual Progress

Following is a summary of the significant milestones expected to be completed by the end of each calendar year. The WBS Item numbers are included for reference to the associated Gantt chart.

#### By End of 2014

- Final approval from City of Saskatoon (1.4)
- BUILDING - Completed Architectural Pre-Design w/Exhibit Firm (2.6)
- EXHIBITS - Completed Pre-Design Phase – Master Museum Plan (3.1.3.1)
- HR – Fully developed board, new founding director and board chair in place (5.2)
- FUNDRAISING – Seed funding secured, feasibility study completed, capital campaign underway (6.1.4 thru 6.1.6)

#### By End of 2015

- BUILDING – Completed schematic and detailed design (2.7 and 2.8)
- EXHIBITS - Completed detailed design and prototype testing (3.1.4)
- FUNDRAISING – Completed capital campaign (6.1.6)
- Ready to award construction and fabrication contracts

#### By End of 2016

- BUILDING – Completed city renovations, architectural renovations near completion (2.13, 2.14)
- EXHIBITS –Fabrication completed, installation and testing near completion (3.1.8 thru 3.1.10)
- FUNDRAISING – Secured operating funds (6.2.5)

#### 1<sup>st</sup> Quarter 2017

- New facility opens

### Assumptions

1. Pre-Design Phase 0, led by Exhibit Design firm, will be issued as a discrete RFP, separate from the remainder of the project, as the scope of subsequent phases may be affected by the Master Museum Plan created in Phase 0.
2. Other than Pre-Design Phase 0 will issue RFPs for exhibit and architectural services at same time.
3. Will consider a single RFP for combined/joint venture proposals (blending exhibit and architectural services)

4. Other than Pre-Design Phase 0, will hire architectural and exhibit service providers for the entire project, for continuity and to engage firms. Contracts will define phases with go/no-go decision gates between phases.
5. Exhibit installation services will be performed by a different firm (probably local) than exhibit fabricators (probably not local).
6. Construction can not start until facility is vacated by the Mendel. This includes architectural renovations, City of Saskatoon upgrades, and exhibit installations. Currently estimated that building will become vacant in June 2016.
7. Grand opening of new facility currently estimated during first quarter of 2017.





## **Terms of Donor Solicitation and Recognition**

The objectives of the Capital Campaign are as follows:

- to streamline the donor recognition and asset naming process;
- to assist the campaign volunteers in providing recognition opportunities for the capital campaign goal through attractive naming opportunities; and
- to strengthen the Children's Discovery Museum's long-term donation and sponsorship strategy and stewardship.

To achieve the campaign objectives noted above, the Children's Discovery Museum is requesting approval to proceed with a program for donor solicitation, recognition and the offering of naming rights to the Mendel Building facilities, under the following parameters:

1. The Children's Discovery Museum shall have the ability to negotiate naming rights and sponsorships for assets and facilities at the Mendel Building subject to City Council having final approval of an agreement for the naming rights for the Building;
2. Except for the naming rights for the Building, the Children's Discovery Museum shall have the ability to negotiate these agreements and may include terms of up to 30 years – subject to the term of the Lease - and for amounts greater than \$100,000;
3. The Children's Discovery Museum, in consultation with the Administration, shall have the ability to prepare and execute the necessary agreements;
4. The Children's Discovery Museum, in consultation with the Administration, shall have the ability to extend or renew necessary agreements at the end of a term, excluding an agreement for the naming rights for the Building (as outlined in 1. above); and
5. All agreements will include that a donor or sponsor shall have a first right of refusal to renew an expired agreement.

Sponsorship Policy No. C09-028 provides the guidelines to facilitate and support opportunities for entering into sponsorship agreements and naming rights agreements for City-owned assets for the purpose of enhanced financial sustainability. The Children's Discovery Museum is requesting a departure from the current policy guidelines by adopting the parameters outlined above, subject to Council approval.



## **Program Services Agreement General Overview and Children's Museum Programming Opportunities**

### Program Services Agreement General Overview

This report recommends a proposal for a program services agreement, which is founded upon the following:

- 1) As part of its strategic planning process, the City has identified culture and recreation programming needs in the following areas:
  - Kinsmen Park animation and programming: in support of the newly renovated park to ensure that the area remains active, well-used, viable accessible to all ages, and safe;
  - activities with demographic priorities: pre-school aged children, children ages 5 - 12, and multi-generational families; and
  - activities with seasonal priorities, especially winter.
- 2) Construction of the PotashCorp Playland at Kinsmen Park, scheduled to open in the late Spring of 2015. While the park's form of development has been carefully designed to maximize animation and activity within the area, to date programming opportunities to support the Park infrastructure have not been explored in detail.
- 3) Built on the legacy of the Mendel building as well-loved public space, the search for a new tenant for the building has focused the ability of the tenant to provide public activity programs that would animate the building and support the activity of the adjacent Kinsmen Park area.

The purpose of a Service Agreement between the City and the Museum is to animate the Mendel building and better connect it to Kinsmen Park by providing specific, priority-driven programming in-house. This Agreement would define City expectations concerning the number of days per year and the hours per day the Children's Museum would be open to the public. The City would stipulate specific targeted program needs to be provided by the Museum to the public with goals to connect the Mendel Building with the park, increase the activities and animation within the park and rides area, and to meet demographic and seasonal priorities that are currently not being met with the City's existing programs.

As well as interior exhibition spaces and programs, the Museum would act like a "clubhouse" for the park, creating a place where patrons can potentially meet before setting off for park activities, safely stow supplies in lockers provided, borrow or rent equipment for park sports, games or crafts, learn more about the history and culture of the park and building, warm-up, eat lunch, use the washroom, or escape the elements.

Third-party service agreements for recreation and cultural programming are common in other medium-sized municipalities across Canada, like Coquitlam, North Vancouver and Ottawa. Key goals in supporting programming by community providers is that it allows the municipality to offer a wide range of quality programs and to increase participation and creativity for a diverse group of residents at a reasonable cost.

The program service agreement initiates a partnership model between the City and the Museum, which is mutually beneficial to both parties. The core business of the Museum is to provide and facilitate community activities, meeting a key requirement set by the City for the re-use of the Mendel Building. With the Museum already on site with staffing and resources, there is an opportunity for greater efficiency than the City could achieve independently operating similar programs. Evidence of City support can be used by the Museum to leverage funding and in-kind services from other public and private agencies, further increasing the value of the agreement and potential scope of services offered. Without the partnership, the Museum would still be offering programs, but with the agreement, the City has assurance that some of the programs and activities will be strategically aligned with the City's defined needs.

*Today, some cities are beginning to see that parks can contribute significantly to the quality of urban life. By integrating parks into the cultural lives of neighborhoods, and by giving responsibility for maintenance, new programs and in some cases, design, to the communities themselves, we are seeing a renewal of parks in places some may have thought were impossible.*

- *Creating Great Urban Parks*, from Great Parks/Great Cities: Seattle, Fred Kent and Kathy Madden.

## Children's Museum Programming Opportunities

The following table outlines possible programming that has been proposed by the Children's Museum, as well as other options that have been discussed between the Museum and the Civic Administration. The purpose of this table is to illustrate how the CDM proposed programs align with the city's strategic program needs, as well as support programming for PotashCorp Playland at Kinsmen Park and Area and the Civic Conservatory. A further use for this long list of activities is the generate discussion with the Museum, Museum Stakeholders and the general public around what programs would be successful and support the needs of the broader community.

### Legend: Civic Strategic Priorities:

**PSAC** - pre-school aged children

**SAC** - School-aged children 5-12

**MF** - multigenerational family

<b>Program Options</b>	<b>CDM Propo sd</b>	<b>Opp. for PotashCor p Playland</b>	<b>Opp. for Conser v'try</b>	<b>Opp. for Mendel</b>	<b>Winter City</b>	<b>Civic Strat. Priority</b>
<b><i>Planetarium</i></b> - A flexible planetarium could be included in partnership with the Royal Astronomical Society.	✓	✓		✓		PSAC SAC MF
<b><i>School and Preschool Educational Classes</i></b> - Educational classes for school and preschool field trips are typically offered at comparable facilities, including the current CDM at Market Mall where we welcome 150 classrooms each year including 50 through out Access Program for inner city schools (sponsored by funders, this program is at no cost to the schools).	✓	✓	✓	✓	✓	PSAC SAC
<b><i>Adult Educational Classes</i></b> - Some examples of potential classes include parenting workshops, mom's groups, pre-natal yoga and other gentle exercise classes, teaching workshops on experiential learning, and workshops and mini conferences that tie-in with the school and preschool school programming.	✓	✓		✓		MF
<b><i>Public Workshops and Guest Program Leaders</i></b> – We currently work with many other organizations and individuals to bring different and varied program content to the CDM, and we would continue to do so, on a greater scale. Some examples of	✓	✓	✓	✓	✓	PSAC SAC MF

<p>organizations we work with are the Science Centre, The Museum of Antiquities, STARLAB, Kids on the Block, Kindermusik, Bricks4Kids, Engineering for Kids, various local artists, the SPCA, Street Cat Rescue, Wrangler Elisa, and many others.</p>						
<p><b>Birthday Parties</b> - A common program/service offered by comparative facilities is children's birthday parties. These parties are often themed and incorporate the museum's exhibits in addition to the designated party space. The Manitoba Children's Museum historically has an attendance of 7,500 to 7,900 people generated solely from birthday parties per annum. It is anticipated that the number of parties at the new location will increase to a minimum of 250 by 2020.</p>	✓	✓		✓		PSAC SAC
<p><b>Adult Only Nights</b> - Playing off the appeal of the museum's unique atmosphere, adults are invited for an evening of fun. These events are popular in communities with comparable children's museums. Events often include live music and a cash bar. Science World at TELUS World of Science in Vancouver hosts 6 events annually with up to 600 people in attendance at each event and the Madison's Children Museum attracts on average 500 guests at their Adult Only Nights.</p>	✓	✓	✓	✓	✓	
<p><b>Camps</b> - Most comparative facilities offer summer camps and camps during school holidays. These camps are usually themed and tie in an educational component. The Science World at TELUS World of Science in Vancouver has approximately 255 children sign up annually and TELUS World of Science in Edmonton has approximately 900 participants. Conversations with local Saskatoon organizations suggest that there is a need for further camp offerings in Saskatoon and summer camps can be expected to fill up very quickly.</p>	✓	✓	✓	✓	✓	PSAC SAC

<b>Sleepovers</b> - These kid-friendly events are very popular among comparable facilities, who promise a sleepover children will never forget. Sleepovers differ among the facilities but often include supper and snacks, admissions into the museum's exhibits, space to sleep in the museum overnight, and activities sometimes including a movie. The Science World at TELUS World of Science in Vancouver sees a lot of interest in their sleepover program, having hosted 1,211 children and 426 adults in 2012.	✓	✓	✓	✓		SAC
<b>Movie Nights</b> - Movie nights are another event held by many comparable children's museums. Typically the movies shown are appropriate for family viewing. Patrons are welcome to view the screening after the purchase of admission to the museum.	✓	✓		✓		PSAC SAC MF
<b>Children's Festival Partnership</b> - The Children's Festival has indicated that the Mendel building and site would be ideal for the annual Children's Festival. They anticipate that they could use the indoor theatre and other flex spaces for indoor programming. The outdoor site, in conjunction with PotashCorp Playland at Kinsmen Park, would be perfect for outdoor programming.	✓	✓		✓		PSAC SAC
<b>An artist-in-residence</b>	✓	✓	✓	✓	✓	PSAC SAC MF
<b>Outdoor nature excursions</b>	✓	✓	✓		✓	PSAC SAC MF
<b>Puppet and costume making</b>	✓	✓		✓		PSAC SAC
<b>Creating and starring in a play</b>	✓	✓		✓		PSAC SAC MF
<b>Sewing, weaving and knitting, including large scale, whole body experiences</b>	✓	✓	✓	✓		PSAC SAC MF

<b>Physics, chemistry and biology science experiments</b>	✓	✓	✓	✓	✓	PSAC SAC MF
<b>Our bodies and our health</b>	✓	✓	✓	✓		PSAC SAC
<b>Geo-caching or letterboxing, map camp and workshops</b>	✓	✓			✓	PSAC SAC MF
<b>Creative writing</b>	✓	✓	✓	✓		PSAC SAC
<b>Build-a-house or igloo workshops</b>	✓	✓		✓	✓	PSAC SAC
<b>Winter Sports Equipment Rentals</b>		✓		✓	✓	PSAC SAC MF
<b>Continuing Education</b> - U of S Cancelled. Will there be opportunities to host some of that displaced programming?			✓	✓		PSAC SAC MF
<b>Temporary Exhibits – Exterior:</b> Open-ended, hands on, relevant, unique, flexible, durable	✓	✓	✓		✓	PSAC SAC MF
<b>High-priority exhibit – Water Play</b> (indoor and outdoor coordination)	✓	✓		✓		PSAC SAC
<b>High-priority exhibit – baby, toddler area</b> (indoor and outdoor coordination)	✓	✓		✓		PSAC
<b>High-priority exhibit – construction and destruction</b> (indoor and outdoor coordination)	✓	✓		✓		PSAC SAC
<b>High-priority exhibit – Arts Experiences</b> (indoor and outdoor coordination)	✓	✓		✓		PSAC SAC MF
<b>High-priority exhibit – Outdoor Playground</b>	✓	✓		✓		PSAC SAC
<b>High-priority exhibit – Kiosks, carts, pop-up, travelling, portable exhibits</b> for in-facility use and outreach	✓	✓		✓		PSAC SAC MF

<b>Other Candidate Exhibits – Big Digger or Crane</b> (indoor and outdoor coordination)	✓	✓		✓		PSAC SAC
<b>Other Candidate Exhibits – Climbing features</b>	✓	✓				PSAC SAC
<b>Other Candidate Exhibits – Toy vehicle construction</b>	✓	✓		✓		PSAC SAC MF
<b>Other Candidate Exhibits – Gardening</b>	✓	✓	✓	✓	✓	PSAC SAC MF
<b>Other Candidate Exhibits – Architecture – Urban Design</b>	✓	✓		✓		SAC
<b>Other Candidate Exhibits –Giant Bubbles</b>	✓	✓				PSAC SAC
<b>Other Candidate Exhibits –Imagination Playground</b>	✓	✓				PSAC SAC
<b>Other Candidate Exhibits –Amazing Airways</b>	✓	✓		✓		PSAC SAC
<b>Other Candidate Exhibits –Make your own roller coaster</b>	✓	✓		✓		PSAC SAC
<b>Other Candidate Exhibits –Giant collaborative mosaic art</b>	✓	✓		✓		PSAC SAC
<b>Other Candidate Exhibits –Fitness and physical activity</b>	✓	✓		✓	✓	PSAC SAC
<b>Other Candidate Exhibits –Gopher tunnels</b>	✓	✓		✓	✓	PSAC SAC
<b>Other Candidate Exhibits –Ice sculptures, quinzees, ice mazes, ice castle, ice art, ice slides</b>	✓	✓			✓	PSAC SAC
<b>Other Candidate Exhibits – Treehouses</b>	✓	✓				SAC
<b>Other Candidate Exhibits – Travelling exhibits from other centres</b> – outdoor durable, secure and safe	✓	✓			✓	PSAC SAC

<b>Other Candidate Exhibits – Travelling exhibits from other centres – Ice Block constructions</b>	✓	✓			✓	PSAC SAC
<b>Other Candidate Exhibits – Travelling exhibits from other centres – 3-D crawl through structures</b> with geometric frames and fabric	✓	✓		✓	✓	PSAC SAC
<b>Other Candidate Exhibits – Travelling exhibits from other centres – Crime investigations, forensics</b>	✓	✓		✓		PSAC SAC
<b>Other Candidate Exhibits – Travelling exhibits from other centres – Mission Weather</b>	✓	✓		✓	✓	PSAC SAC
<b>Fire Pit</b> – Program management		✓			✓	PSAC SAC MF
<b>Activity Meeting Area – Clubhouse,</b> warm-up, snacks		✓		✓	✓	PSAC SAC MF
<b>Warming Hut – program or design competition</b>		✓				SAC MF
<b>Senior's Programs – a fitness walking club</b> that meets at KP and uses the new track loop (could partner with "Brainsport" or "Running Room")		✓		✓	✓	
<b>Other programs of interest to Seniors – like the adult nights</b> – could be educational, horticulture, cooking, quilting club, etc...		✓	✓	✓	✓	
<b>KP Public Art and history interpretation</b> – Jane's Walk, summer tours, etc		✓		✓		SAC MF
<b>Kite making</b>	✓	✓		✓		PSAC SAC MF
<b>Festival of lights or solstice event</b>	✓	✓		✓	✓	PSAC SAC MF



<b>Carnival</b> maple syrup tire/taffy, horse-drawn wagon rides, old timey games, ceinture fleche craft, etc.	✓	✓		✓	✓	PSAC SAC MF
<b>Discovery Dash</b> currently in Rotary Park, 6 <sup>th</sup> year in 2014	✓	✓				PSAC SAC MF
<b>Outdoor hockey (no skates) shoot-out with speed radar gun</b>	✓	✓			✓	SAC MF
<b>Ultimate Frisbee pick-up games and disc golf, other team sports</b>	✓	✓			✓	SAC MF
<b>Theatre in the Park (with Sum Theatre)</b>	✓	✓				PSAC SAC MF
<b>Stroller exercise groups</b>	✓	✓				PSAC
<b>Nature photography classes</b>	✓	✓		✓	✓	SAC MF
<b>Interactive theatre and storytelling led by professionals</b>	✓	✓		✓		PSAC SAC MF
<b>Movies in the Park (with MVA)</b>	✓	✓				PSAC SAC MF
<b>Marketing – shared admission wristband with KP</b>		✓		✓		PSAC SAC MF
<b>Programming During PotashCorp Playland staff dinner break: and other schedule alignments for cohesive experiences</b>		✓		✓		PSAC SAC MF



In addition to the information obtained from the ACM, interviews were conducted with various children's museums in Canada as well as comparable locations in the United States of America. A summary of the results of these interviews is included in Appendix D. The information obtained from these organizations was utilized in developing this business plan.

### Summary of Facilities Interviewed

Name	Location	Population	Exhibit Size (Sq Ft)
Children's Museum of Stockton	Stockton, CA USA	296,357	22,000
Fascinate-U Children's Museum	Fayetteville, NC USA	203,954	8,500
Madison Children's Museum	Madison, WI USA	236,901	26,000
Grand Rapids Children's Museum	Grand Rapids, MI USA	189,815	28,405
Telus Sparks	Calgary, AB CANADA	1,214,839	34,200
Manitoba Children's Museum	Winnipeg, MN CANADA	730,018	19,572
Niagara Falls Art Gallery/Niagara Children's Museum	Niagara Falls, ON CANADA	82,997	4,000
Saskatchewan Science Centre	Regina, SK CANADA	210,556	40,000

### 5.3 LOCAL ATTRACTIONS

The CDM offers services and opportunities otherwise currently unavailable in Saskatoon. While there are some great facilities for children in Saskatoon, there are none that are both completely hands-on and educational. While the Western Development Museum has many attractive exhibits, many of them cannot be touched. On the other hand, civic facilities, such as the City's pools, provide a venue for active play but are not specifically educational. The CDM provides both of these attributes, and in doing so brings something unique to Saskatoon.

The following is a list of facilities that families in Saskatoon visit. It has been indicated next to each facility listed whether the facility offers active play and programming, has educational and cultural components, is for all ages, and is a year-round facility. While many facilities offer some of these elements, the CDM on the Saskatchewan is the only facility that provides the unique combination of all of these elements.

#### Other Family Facilities in Saskatoon

	Active Play	Programming	Educational	Cultural	All ages	Year Round
Proposed Children's Discovery Museum on the Saskatchewan	Yes	Yes	Yes	Yes	Yes	Yes
Fun Factory	Yes	No	No	No	No	Yes
Mendel Art Gallery	No	Yes	Yes	Yes	Yes	Yes
Western Development Museum	No	Yes	Yes	Yes	Yes	Yes
Meewasin Valley Centre	No	Yes	Yes	Yes	Yes	Yes

	Active Play	Programming	Educational	Cultural	All ages	Year Round
Libraries	No	Yes	Yes	Yes	Yes	Yes
Indoor pools	Yes	Yes	No	No	Yes	Yes
Indoor play areas in restaurants	Yes	No	No	No	No	Yes
Movies	No	No	No	No	Yes	Yes
Beaver Creek	Yes	Yes	Yes	Yes	Yes	No
Gymnastics (drop in)	Yes	No	No	No	No	Yes
Forestry Farm and Zoo	Yes	Yes	Yes	No	Yes	No
Ruckers	Yes	No	No	No	Yes	Yes
Wanuskewin Heritage Park	No	Yes	Yes	Yes	Yes	Yes
Festivals	Yes	Yes	Yes	Yes	Yes	No
City parks and splash pools	Yes	Yes	Yes	No	Yes	No

The number of facilities and activities for children in Saskatoon has not grown with the population of the City. Numerous organizations were contacted regarding attendance at their facilities and demand for programming. Most organizations indicated that their children's programs fill up very quickly and that they often have to turn children away.

The community survey conducted by the CDM in June 2012 asked the question: "How would you rate the availability of year round available 'family friendly' facilities in Saskatoon?" Out of a scale of 5 (with 1 being no facilities for my family and 5 being many family friendly facility options), the average response was 2.75. A total of 39% of respondents rated 1 or 2 indicating that there are not enough family-friendly facilities, 48% of respondents rated 3 indicating that there are a good amount of facilities, and 13% rated 4 or 5 indicating that there are many options. A number of respondents left comments related to this question. A full list of comments can be found within the survey results in Appendix E; however, a few of the comments are provided below:

- *Engaging, affordable and educational facilities for young families in Saskatoon are limited, especially during the long winter months when outdoor exploration and play are not possible.*
- *Always could use more, the good ones are always busy.*
- *The CDM is a wonderful facility for our city as a place for people to drop into and play, or meet friends for a get together. I have been a member at other museums and found it worthwhile.*

Based on the feedback, it seems that there is a real need and desire for a facility such as the CDM in Saskatoon.

## **Communications Plan**

### **Mendel Building Re-use by the Children's Discovery Museum - August Report**

July 21, 2014

#### **Background**

In 2016 the Mendel Building will be vacated. A Call for Ideas process was initiated on November 22, 2010, to find a new tenant for the Mendel Building. Criteria for the new tenant included the need for public program spaces, full use of the identified tenant area of the building, and the ability to operate financially.

The City entered into a Memorandum of Understanding with the Children's Discovery Museum in February 2012, signaling City Council's confidence in the potential of the Museum to develop a world-class multi-purpose space providing public programming and experiential learning opportunities where children and families will have fun.

In Spring 2013 City Council received the Museum's business plan for the tenancy of the Mendel Building and asked the Administration to report back on next steps.

As part of its strategic planning process, the City of Saskatoon has identified culture and recreation programming needs in the following areas:

- Kinsmen Park animation and programming: in support of the newly renovated park to ensure that the area remains active, well-used, viable accessible to all ages, and safe;
- activities with demographic priorities: pre-school aged children, children ages 5 - 12, and multi-generational families; and
- Winter activities.

#### **Goal**

- Provide the community with regular reports on the status of the Re-use of the Mendel Building by the Children's Discovery Museum (the Museum).

#### **Target Audience**

- Residents of Saskatoon
- Mayor and City Council
- City of Saskatoon Leadership Team and Staff
- Saskatoon Media
- Stakeholders/Special Interest Groups

#### **Key Messages**

- *The Children's Discovery Museum would be conditionally approved to lease the Mendel Building from the City when it is vacated by the Civic Gallery.*

- The Children's Discovery Museum is a non-profit organization which first opened in Saskatoon in 2009. It is currently located in Market Mall. The mission of the Museum is to foster creativity, curiosity, and a lifelong love of learning in children 12 and under through hands-on exhibits, programming and outreach
- The proposed Museum is anticipated to have an annual visitation of 60,000 people, 12,000 square feet of exhibition area, and will employ at least 13 full time staff.
- The Museum has a variety of community partners, including the Saskatchewan Children's Festival and the the Saskatchewan Science Centre.
- *The lease would require regular reporting by the Museum on project progress and the implications of not meeting identified milestones.*
  - Once approved, the Museum will be able to proceed with fundraising and development and implementation of the Museum within the Mendel Building. The City will monitor their progress through the proposed milestones to ensure that the project is moving forward, and it will have a process in place should the milestones fall significantly behind what is proposed.
  - Donor recognition from the Museum would follow the precedent set with the Gordon Howe Bowl project.
- *A partnership with the City would provide targeted programming which would animate PotashCorp Playland at Kinsmen Park and the Mendel Building*
  - Saskatoon continues to grow at the fastest rate in Canada, and has the youngest population, with a median age of 34.9 years compared with 40 years for Canada as a whole.
  - Goals for the agreement are to connect the activities of the Mendel Building with the park, increase the animation of the park and rides area, and to meet demographic and seasonal priorities that are currently not being met with the City's existing programs.
  - Third-party service agreements for recreational and cultural services are common in other municipalities in Canada, allowing the municipality to offer a wide range of quality programs for a diverse group of residents at a reasonable cost.
  - Funding to the Museum of \$25,000 in each of 2014 and 2015 from the Community Support Grant Reserve would fund a portion of the salary for a Founding Director.
  - Through fund-raising and sponsorships, the Museum will be able to use the City's contribution as seed money to leverage additional funds for programming and support. It's a very good value, because the Museum could achieve much more than the City could with the same amount of funds.

- *The City estimates annual costs to operate the Mendel Building at \$513,000. The net annual amount to be received by the City from the lease of the building is estimated at \$88,000.*

## **Communication Tools**

Information about the status of the re-use of the Mendel Building will be provided through News Releases, posted on the City's website and through social media.

## **Frequently Asked Questions**

### **1. Will the Mendel building still be publicly accessible, or will I have to pay to get through the door?**

The public lobby and conservatory will remain open to the public, free of charge. This includes access to the ground floor and lower level washroom facilities. The Museum plans include a publicly accessible shop and restaurant, outside of the ticketed area. The museum will require paid admission for exhibits and most programs of approximately \$7, however, a program to provide free admission for those in need is part of their fund-raising work and is part of the current Museum program in the Market Mall operation.

### **2. Why is the City paying the Children's Museum to carry out public programming?**

Through community engagement, the City has identified a need for programming for pre-school and school-aged children, and multi-generational families. Winter activities have also been a need identified in the community. We also want to support and animate PotashCorp Playland at Kinsmen Park.

Third-party service agreements for recreational and cultural services are common in other municipalities in Canada, allowing the municipality to offer a wide range of quality programs for a diverse group of residents at a reasonable cost.

The Museum, in this location at the Mendel Building, is ideally situated to carry out programming that will address the stated needs of the community. The City has committed \$70,000 (which is equal to about the salary for one person for one year) to the Museum to carry out specific programs to address the needs outlined above. It is anticipated that the Museum, through fund-raising and sponsorships, will be able to use the City's contribution as seed money to leverage additional funds for programming and support. It's a very good value, because the Museum could achieve much more than the City could with the same amount of funds.

### **3. Doesn't the City have enough programs for kids with the Leisure Centres, Parks programs and Community Association programs?**

As Saskatoon continues to grow at the fastest rate in Canada, it also has the youngest population, with a median age of 34.9 years compared with 40 years for Canada as a whole.

Demographic analysis, community engagement and strategic planning have identified a need for culture and recreation programming in the following areas:

- Activities with demographic priorities, pre- and school-aged children, and multi-generational families
- Activities with seasonal priorities, especially winter
- Kinsmen Park area animation and programming

### **4. Why doesn't the City just lease the Mendel building to the highest bidder?**

A Call for Ideas process started in 2011, which sought to find a tenant for the building who would carry out public programs, while operating independently of the City. Further community engagement for the Re-use of the Mendel building identified priorities for a tenant who could maintain a community focus within the building, provide flexible space for short-term rentals, and respect and not significantly alter the existing building fabric.

The Museum has been a preferred tenant since the City entered into a Memorandum of Understanding with the organization in 2013. This preference is based on its ability to carry out public programs and its complimentary use with the PotashCorp Playland at Kinsmen Park. As opposed to an office function, the museum activity areas are well suited to the scale and layout of the existing gallery spaces.

An analysis of the market lease that could be generated from this space shows that the City could possibly net approximately \$90,000 per year, once operations, maintenance, utilities and management fees are considered. It is anticipated that a market lease would not have a public program function, and that the building spaces would require significant alteration to accommodate office and non-display uses.

### **5. Does the Museum have money for the capital improvements and the ongoing operating of the facility?**

In 2013, City Council reviewed the Museum's Business Plan, which included a market analysis, revenue overview, and capital and operating requirements. Ongoing operations are projected to be funded from 50% earned revenue, and 50% from private and public funding sources. Capital needs are identified at \$8-10 million dollars.

The Business Plan lays out the financial requirements for the organization to build and operate the Museum. Following completion of the plan in 2013, the Museum

has contracted a third party fund-raiser to assist with raising funds for both capital and on-going operating. Since 2013, a number of meetings have been held with potential private and public sector sponsors, as well as potential partners or sub-tenants for the space. Furthermore, over the last year the Museum has carried out significant organizational development to build capacity for the project, including Board development and hiring a full-time Executive Director.

Overall, the response toward the Museum's initiative has been very positive, but firm funding commitments cannot be established without the Museum gaining evidence of the City's support. This evidence would be approval for the tenancy of the building through the Agreement to Lease, and the programming support funding which would act as seed money to leverage other funding agreements.

**6. I hear that the Mendel building is expensive to operate. Was it poorly designed or has it been badly maintained?**

The Mendel Building was designed in the Modernist style popular in the mid-Twentieth century. The building has been maintained through the City's Comprehensive Building Maintenance Program. Upgrades to the building's roof, windows, exterior cladding and other areas have been carried out, improving the performance of the structure. Capital replacement of the building's HVAC system is scheduled to coordinate with the new tenancy, funded from the CBCM program.

Because of its role in housing art, the building has been carefully maintained in order to ensure optimum environmental performance. Costs to operate the building have historically been higher than other facilities due to the sensitive nature of the environmental conditions needed for art display. This is not required for the Museum, and cost projections for operating the new use of the building are consistent with other City-run buildings, including the contribution to the CBCM, utilities, minor maintenance and custodial services.

**7. Why doesn't the City tear down the Mendel Building and sell the site to the highest bidder?**

As part of the Kinsmen Park Master Plan, community engagement around the Mendel Building vacancy was carried out. Public opinion about the building is very strong, and it is well-loved by the community. Furthermore, a heritage assessment has identified the building as significant architecturally, and it is a notable cultural asset for Saskatoon.

Community engagement for the Re-use of the Mendel building identified priorities for a tenant who could maintain a community focus within the building, provide flexible space for short-term rentals, and respect and not significantly alter the existing building fabric. Generating revenue from the property was not identified as a key issue.



**8. Will the Mendel name and legacy be lost with the new tenants in the building?**

The facility will continue to be called the Mendel building. The new tenant would name their space and program, but the building name would remain. Sponsorship opportunities for specific rooms within the building, and programs are also available. Furthermore, the Mendel legacy and the Mendel art collection will be celebrated in the Rемаi Modern Art Gallery of Saskatchewan.



## EXECUTIVE COMMITTEE

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### **Remai Modern Art Gallery of Saskatchewan/River Landing Parkade**

#### **Recommendation of the Committee**

That the information be received.

#### **History**

At the August 20, 2014 meeting of Executive Committee, a report of the General Manager, Transportation and Utilities Department was considered regarding the above.

#### **Attachment**

Report of the General Manager, Transportation and Utilities Department, dated August 20, 2014. [File No. CK. 4129-15]

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# Remai Modern Art Gallery of Saskatchewan/River Landing Parkade

## Recommendation

That the information be received.

## Topic and Purpose

The purpose of this Report is to provide the Executive Committee with an update on the Remai Modern Art Gallery of Saskatchewan/River Landing Parkade Project.

## Report Highlights

1. Structural concrete for the gallery was completed in June 2014.
2. Structural steel construction commenced in July 2014.
3. The Project has had schedule challenges due, in part, to the 2013 increased river levels, site soil conditions and the winter temperatures of 2013/14.
4. The largest immediate challenge to the project will be completing the structural steel and completing the building shell so interior work can proceed independent of the weather.

## Strategic Goal

This project supports the Quality of Life Strategic Goal, relating to the implementation of the Municipal Culture Plan. It supports the four-year priority to enhance the quality of life in Saskatoon.

## Background

The construction contract was awarded in 2013, with completion planned for 2016.

## Report

Construction on the Remai Modern Art Gallery of Saskatchewan is continuing. The structural concrete on the project was completed in June 2014. Structural steel erection began in July 2014. The project has had schedule challenges due, in part, to the 2013 increased river levels, site soil conditions and the winter temperatures of 2013/14.

The project design and construction management are being performed by the Architect team hired by the City in 2010 as part of their commission. City staff are stewarding the Architect's commission and all of the other aspects of the project for the City. The largest immediate challenge to the project will be completing the structural steel and the building shell so interior work can proceed independent of the weather.

The substantial performance date is expected to be February 3, 2016, as opposed to the original date of November 23, 2015. The expected date for total performance of the work, which is the date that most directly affects move-in timing, at this time has not

been adjusted, and remains at April 30, 2016. The Gallery Administration is currently developing their moving and opening plan to determine that schedule and what 2016 operations look like.

### **Financial Implications**

Capital Project #1786 - Remail AGS and River Landing Parkade has been approved for funding in the amount of \$95,303,160. The Administration is in the process of a detailed comprehensive cost review of all capital and operating costs, and will be reporting the results of this review in the fall of 2014.

### **Public and/or Stakeholder Involvement**

No public and/or stakeholder involvement would be required.

### **Communication Plan**

All public project reports and updates are being posted to the City's Website.

### **Environmental Implications**

All of the materials and processes used in construction and ultimate use of the Art Gallery and Parkade contribute negatively to the environment through the creation of large amounts of greenhouse gasses and the consumption of non-renewable resources.

### **Other Considerations/Implications**

There are no policy, privacy, or CPTED implications.

### **Due Date for Follow-up and/or Project Completion**

The next project update will be brought to the Executive Committee on October 20, 2014.

### **Public Notice**

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

### **Report Approval**

Written &

Reviewed by: Mike Gutek, Director of Major Projects

Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department

Approved by: Murray Totland, City Manager



# EXECUTIVE COMMITTEE

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## 2014 Civic Services Survey

### Recommendation of the Committee

That the information be received.

### History

At the August 20, 2014, Executive Committee meeting, a report of the General Manager, Corporate Performance Department was considered regarding the above matter.

### Attachment

Report of the General Manager, Corporate Performance Department  
[File No. CK. 365-1]

The 2014 Civic Services Survey can be found under "C" on the City's website ([www.saskatoon.ca](http://www.saskatoon.ca)).

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## 2014 Civic Services Survey

### Recommendation

that the information be received.

### Topic and Purpose

This report provides the results of the 2014 Civic Services Survey which is conducted annually to obtain citizen feedback on a variety of civic issues. The City of Saskatoon (City) will use the information during its planning cycle as input into program and service changes and budget decisions, in an attempt to meet the program and service needs of citizens.

### Report Highlights

1. Perceptions of quality of life remain high in Saskatoon.
2. Satisfaction with the overall level of services provided by the City has improved.
3. Citizens cite road conditions as the most important issue facing the City.
4. Importance of civic services remains consistent with 2013. Top areas include quality of drinking water, repair of water main breaks, maintenance of major roadways and freeways, fire protection and police services.
5. There is a notable increase in satisfaction with snow and ice road maintenance, traffic management, maintenance of major roadways and freeways, and planning for growth and development when compared to results from 2013.
6. Five in ten respondents support paying an additional fee to have snow removed from their streets after it has been ploughed to the side during the winter.
7. The use of the City's website continues to be an important tool for citizens seeking civic-related information.

### Strategic Goal

The Civic Services Survey supports the Strategic Goal of Continuous Improvement and being the best-managed city in Canada. The overall goal of the annual survey is to obtain citizen feedback on a variety of issues. In turn, the results are used as feedback into the planning process, and to provide high quality services to meet the dynamic needs and high expectations of our citizens.

### Background

The City has conducted the Civic Services Survey annually since the early 1990s. The last survey was completed in May 2013.

### Report

In March 2014, the City contracted Inshgtrix Inc. (Inshgtrix) to conduct the 2014 and 2015 City of Saskatoon Annual Civic Services Survey. As in previous years, both a telephone and an online survey were utilized. For the 2014 survey, 500 randomly selected citizens were contacted via telephone, and over 800 additional citizens were

selected to participate via online panels. Results were collected between May 20 and June 3, 2014.

The following information outlines the key conclusions of the 2013 survey. A full copy of the survey is found in Attachment 1.

#### Quality of Life and Satisfaction with Services

- Quality of life in Saskatoon continues to be rated high, with 86% of telephone and online respondents rating it as either good or very good.
- Overall satisfaction with the level of service provided by the City has improved. The majority of telephone respondents (86% in 2014 compared to 83% in 2013) and online respondents (79% in 2014 compared to 73% in 2013) are satisfied.

#### Most Important Issues Facing the City

- Roads continue to remain the dominant issue (37% telephone and 32% online). It should be noted that the survey takes place in the spring, when road conditions are typically at their worst.
- The top ten most frequent primary and secondary issues mentioned are generally the same as found in 2013, although there are small variations in the order.

#### Importance of Services

- There were no significant changes in how respondents rated the importance of a wide range of civic services in 2013. Among both telephone and online respondents, the services rate the highest include:
  - Quality of drinking water
  - Repair of water main breaks
  - Maintenance of major roadways and freeways
  - Fire protection
  - Police services

#### Performance in Delivering Services

- Similar to 2013, the services that received the average highest ratings for performance included:
  - Quality of drinking water
  - Fire protection
  - Electrical services reliability
  - Garbage collection
  - Police services
- There were notable increases in satisfaction with the following services:
  - Snow and ice road maintenance
  - Traffic management
  - Maintenance of major roadways and freeways
  - Planning for growth and development
- Satisfaction declined with electrical services reliability and repair of water main breaks. From January 1 to March 21, 2014 the City experienced 175 water main breaks compared to 89 last year at this time. The main cause of the increase was

the extended, extreme cold weather that caused ground frost to develop at 9-10 feet, where the underground pipes are located. The shifting that occurs with frost put pressure on the pipes, causing weaker points to break.

### 2014 Hot Topics

- Citizen opinions were divided with over one-half who support paying an additional \$8.00 per month to have snow removed from their streets after it has been ploughed to the side. Four in ten oppose it.

### Communications

- Respondents prefer to receive information about the City's programs and services through the website and email. Flyers, TV ads, print ads, the media and radio ads are also common preferences.

### **Communication Plan**

A variety of tools will be used to update the media and public on the results of the 2014 Civic Services Survey, including a Public Service Announcement and social media updates on Twitter and Facebook. The updates will indicate that the City will use the information during its planning cycle as input into program and service changes and budget decisions, in an attempt to meet the program and service needs of the citizens of Saskatoon. A full copy of the results will be made available on the website.

### **Financial Implications**

The cost for the Civic Services Survey is funded through the existing annual operating budget. The survey cost in 2014 was \$24,680 (excluding taxes).

### **Other Considerations/Implications**

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

### **Due Date for Follow-up and/or Project Completion**

The next Civic Services Survey will take place in May 2015.

### **Public Notice**

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

### **Attachment**

1. City of Saskatoon Annual Civic Services Survey, June 2014.

### **Report Approval**

Written by: Carla M. Blumers, Director of Communications  
Reviewed by: Catherine Gryba, General Manager, Corporate Performance  
Approved by: Murray Totland, City Manager



# CITY OF SASKATOON ANNUAL CIVIC SERVICES SURVEY

**JUNE 2014**



## EXECUTIVE SUMMARY

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The City of Saskatoon has conducted the Civic Services Survey annually since the early 1990s. The key objectives of the survey are to

- gain insight into perceptions of the quality of life in Saskatoon
- gain insight into perceptions of importance and satisfaction relating to the services provided by the City of Saskatoon
- track perceptions and satisfaction with the above areas

A total of 500 surveys were completed via telephone and 801 surveys were completed online via Inshtrix's online research panel SaskWatch Research™ between May 20<sup>th</sup> and June 3<sup>rd</sup> 2014. The key findings are summarized below.

### Quality of Life, Overall Satisfaction & Value

- Perceptions of the quality of life in Saskatoon remain positive: 86% of both online and telephone respondents believe that the quality of life in the city is good or very good.
- Satisfaction with the overall level of civic services provided by the City has improved: 86% of telephone respondents are satisfied (up from 83% in 2013) and 79% of online respondents are satisfied (up from 73% in 2013).
- A majority of Saskatoon residents believe they receive good value for the civic services provided for what they pay in property taxes (79% telephone and 60% online). This decreased slightly from last year among telephone respondents (80% in 2013) but has improved slightly from last year among online respondents (56% in 2013).
- Few citizens (16% telephone and 15% online) are able to identify the precise proportion of their property taxes that goes to the City for civic services, which is consistent with previous years.

### Important Issues Facing the City

- When asked to name the most important issue facing the City, roads continue to remain the dominant issue (37% of telephone respondents and 32% of online respondents). Other common issues that citizens feel need attention include crime and policing, traffic flow, affordable housing, and infrastructure in general.

Specific Civic Services: Importance & Satisfaction

- Citizens were asked about the importance of 33 different service areas as well as their satisfaction with the City’s performance in each of these areas.
- Services deemed to be most important continue to include maintenance of major roadways and freeways, repair of water main breaks, snow and ice maintenance, traffic management, quality of drinking water, fire protection, treatment of sewage, and police services (average importance rating of 8.6 or higher).
- The civic services that citizens are most satisfied with include quality of drinking water, fire protection, electrical services reliability, and garbage collection (average satisfaction rating of 8.0 or higher).
- Based on the importance and satisfaction ratings of specific services, key strengths (high importance and high satisfaction) and weaknesses (high importance and comparatively lower satisfaction) of Saskatoon’s civic services are listed below. The results are generally the same as those from 2013.

<b>Key Strengths of Civic Services</b>	<b>Key Weaknesses of Civic Services</b>
<ul style="list-style-type: none"> <li>• Quality of drinking water</li> <li>• Fire protection</li> <li>• Electrical services reliability</li> <li>• Recycling</li> <li>• Repair of water main breaks</li> <li>• Treatment of sewage</li> <li>• Garbage collection</li> <li>• Police services</li> <li>• Maintenance of City parks</li> </ul>	<ul style="list-style-type: none"> <li>• Mosquito control</li> <li>• Planning for growth and development</li> <li>• Street maintenance in your neighborhood</li> <li>• Affordable housing</li> <li>• Traffic management</li> <li>• Maintenance of major roadways and freeways</li> <li>• Snow and ice road maintenance</li> </ul>

Communication Methods

- The City’s website is the preferred information source for both telephone (32%) and online respondents (62%), followed by emails (31% telephone and 42% online). Other common information sources include the media (43% online and 23% telephone), radio ads (34% online and 19% telephone), print ads (28% online and 26% telephone), and utility bill stuffers (30% online and 10% telephone).
- Further, seven in ten online respondents (72%) and one half (53%) of telephone respondents have visited the City’s website at least once within the past six months. Visitation to the City’s social media sites (Facebook, Twitter, blogs, and YouTube) within the same time period is minimal (roughly 10% or less for each).

### Hot Topic 2014

- Citizen opinions on removing snow from residential streets after being ploughed for an additional fee are divided. Specifically, just over one half (56% telephone and 52% online) support paying an \$8 fee per month for this service, while four in ten (40% telephone and online) oppose this service.

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## BACKGROUND & METHODOLOGY

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### BACKGROUND & OBJECTIVES

The City of Saskatoon has conducted an annual survey on civic services with Saskatoon residents since the early 1990s. Originally, this research was conducted in the fall. Starting with the 2011 wave of the survey, research has been conducted in the spring.

The objectives of the survey include the following:

- determining perceptions of the quality of life in Saskatoon
- understanding what citizens believe is the most important issue facing the city
- learning Saskatoon residents' perceptions of importance and satisfaction relating to the services provided by the City of Saskatoon
- gaining insight into perceived value for property tax dollars contributed to the City
- tracking perceptions and satisfaction with civic services over the past several years
- understanding interest in receiving information about City programs and services via social media tools
- collecting opinions on hot-topic items (in 2014, this was interest in snow removal on all city streets for an additional fee)

### METHODOLOGY

#### Sampling and Data Collection Approach

Historically, this study has been conducted via telephone interviews with randomly selected households within Saskatoon city limits. In 2010, it was determined that the City of Saskatoon would utilize both online and telephone data collection methods in order to reach cell phone-only households and to address declining participation rates in telephone surveys in general.

Online research has become more commonplace and many research companies access research panels to engage respondents online. Inshtrix launched its Saskatchewan-based online panel in 2008, SaskWatch Research™. The panel currently represents more than 15,000 Saskatchewan residents, with more than 4,600 residing in Saskatoon.

There are slight differences in respondent behaviours in online studies when compared with telephone studies. Specifically, online respondents tend to offer slightly lower ratings on scale questions such as satisfaction or likelihood of usage. This trend has been noted in several tandem studies conducted by Inshtrix where the same set of questions is asked of a sample of telephone and online respondents.

Therefore, to maintain trending capabilities with the historical data from the Annual Civic Services Survey, both telephone and online methods were used in the 2010 to 2014 iterations of the study.

**Telephone Sampling**

The sampling approach used in the 2014 telephone study has remained unchanged since 2009 to allow for direct comparisons year over year. Specifically, 500 interviews were conducted with randomly selected households throughout the city. For consistency with previous years, quotas were not set to be representative of the Saskatoon population by age and gender. As a result, the distribution of responses does not precisely match the general adult population within the city, yet the distribution of respondents in the 2014 wave is consistent with previous waves (dating back to 2009). As such, the results are directly comparable between the time periods. Similarly, the data were not weighted to reflect the actual distribution of the population in the city by age and gender, as this was not done in past waves.

**Online Sampling**

For the online study, given that the age and gender of panel members are known, Insigtrix was able to set precise quotas by both demographics to ensure that a close match with the general population was achieved. Due to the cost savings associated with conducting online research, in 2011 the sample size was increased from 500 to 800 to allow for more statistically accurate findings and more detailed comparisons by demographic groups. This increased sample size has since been maintained. As respondent proportions in this wave of the study are very close to census actuals, the data were not weighted (as was required in the 2011 wave of the study).

**Completed Questionnaires by Demographic Variables**

The following table outlines the distribution of telephone interviews and respondents by demographic variables:

Demographics		Online Survey		Phone Survey	
		Count	Percent	Count	Percent
Gender	Male	377	47.07 %	221	44.20 %
	Female	424	52.93 %	279	55.80 %
Age	18-34	270	33.71 %	86	17.20 %
	35-54	304	37.95 %	205	41.00 %
	55+	227	28.34 %	209	41.80 %
<b>Total</b>		<b>801</b>	<b>100%</b>	<b>500</b>	<b>100%</b>



## **Questionnaire Review**

All tracking sections of the survey instrument remained unchanged in order to maintain the ability to track results with previous years, with the exception of a few minor wording adjustments. In addition, a question specifically related to support for increased charge for snow removal was added to the 2014 study.

## **Data Collection**

### Telephone

Data was collected via telephone interviews with randomly selected households within Saskatoon city limits. Household contact information was provided by ASDE Survey Sampler, Inc., a reputable Canadian sample provider. Trained telephone interviewers contacted potential respondents and asked for their voluntary participation in the study.

### Online

Randomly selected SaskWatch Research™ panel members living within the city were invited to participate in the research study via an email message which included a link to the online survey. Those who did not respond within one week of receiving the invitation were sent a reminder invitation.

### Dates and Margin of Error

Data was collected between May 20<sup>th</sup> and June 3<sup>rd</sup> 2014. A total of 500 surveys were completed via telephone and 801 surveys were completed online. The margin of error for the telephone research is  $\pm 4.4$  percentage points at a 95% confidence interval (19 times out of 20). Margin of error for the online study is not applicable as online research is considered a non-probability proportional sampling technique.

## **Reporting Notes**

- Each survey question was analyzed by all appropriate demographic variables, including suburban area, age, and gender. Notable differences have been highlighted in this report. A standard alpha value of less than 0.05 is considered statistically significant. This means that there is less than a 5% chance that the results would have occurred by chance.
- Because of the larger sample size and the objective of transitioning the Saskatoon Civic Services Survey to an online methodology, any demographic cross-tabulation results have been based solely on online respondents.
- Due to rounding, not all results will add to exactly 100%.
- Results for questions with multiple allowed responses may total more than 100%, as respondents were able to choose more than one option.

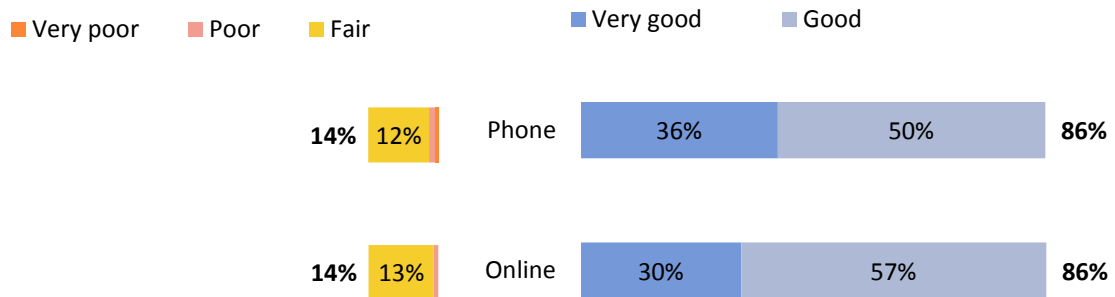
- Each question includes a base description detailing the number of respondents who answered each question (n=#).
- Open-ended questions have been themed and coded into categories. The percentages from individual codes could total more than 100%, as comments from each respondent could be relevant to more than one code.

## STUDY RESULTS

### QUALITY OF LIFE, OVERALL SATISFACTION & VALUE

#### Perceived Quality of Life

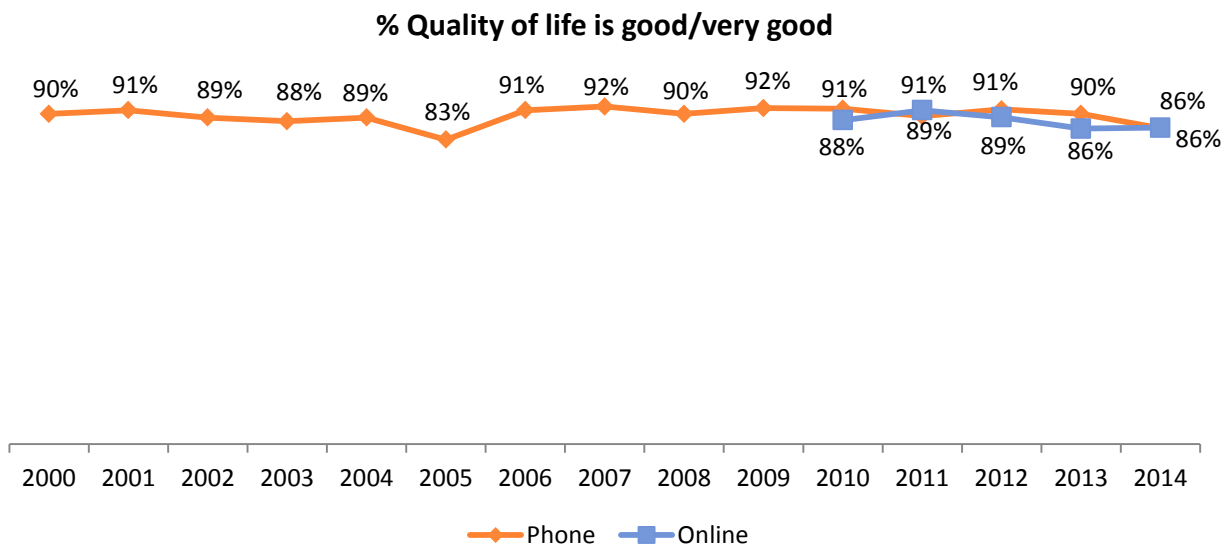
Perceptions of quality of life in Saskatoon are positive. Fully 86% of online and telephone respondents believe that the quality of life in the city is good or very good. Roughly one in ten rates the quality of life in Saskatoon as fair, and few rate it as poor or very poor.



1. Overall, how would you rate the quality of life in Saskatoon? Base: All respondents excluding “unsure/don’t know,” phone: n=496, online: n=801.

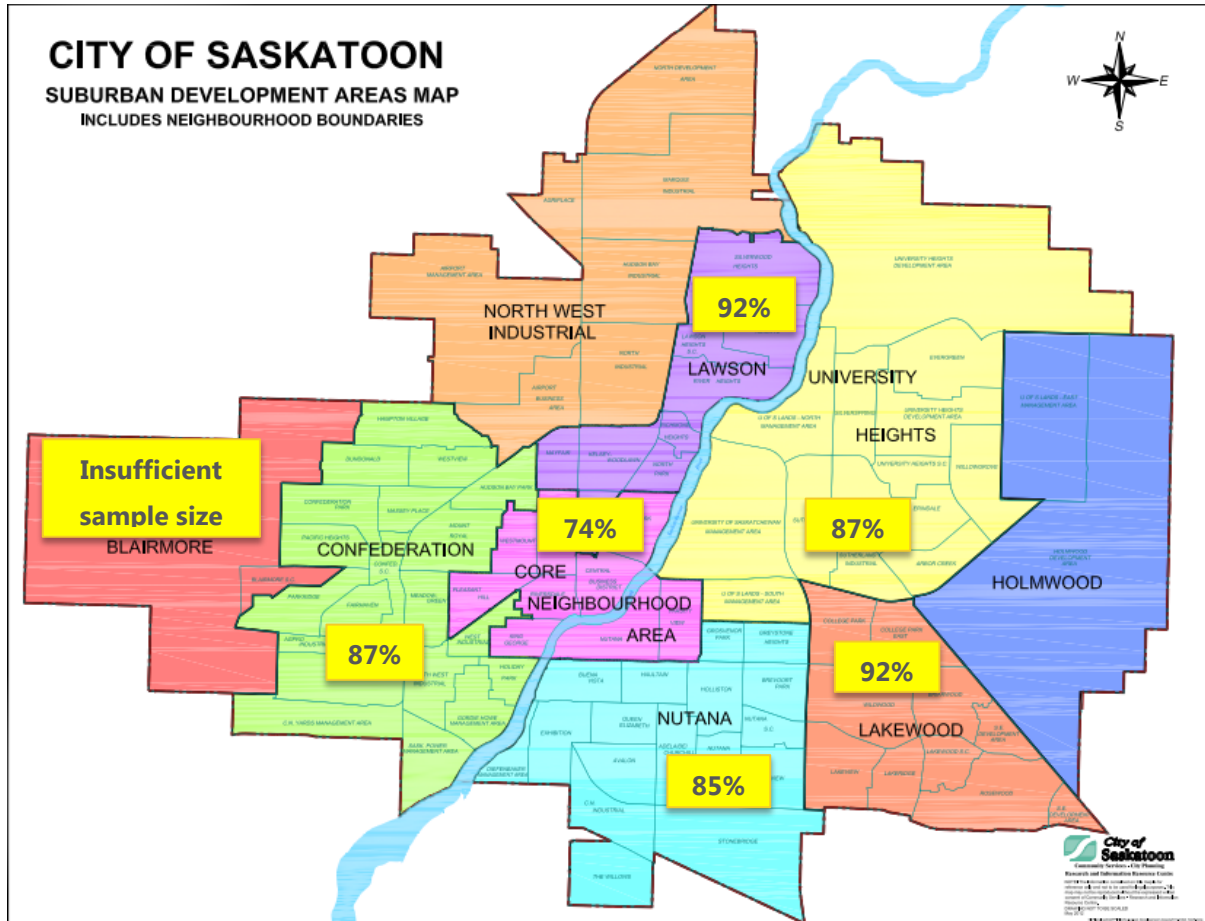
#### Trended Perception Quality of Life

Perceptions of the quality of life in Saskatoon remain relatively steady with previous years. However, a slight decline from last year is noted among telephone respondents (down four percentage points) while perceptions among online respondents stay the same as last year.



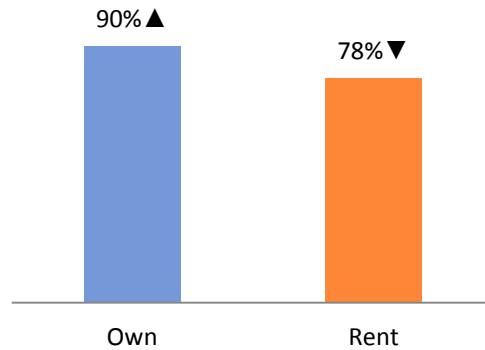
## Perceived Quality of Life by SDA (online respondents only)

Quality of life impressions are highest in Lakewood and Lawson (92% rate it as good or very good) and lowest in the Core SDA (74% rate it as good or very good), although the differences are not statistically significant.



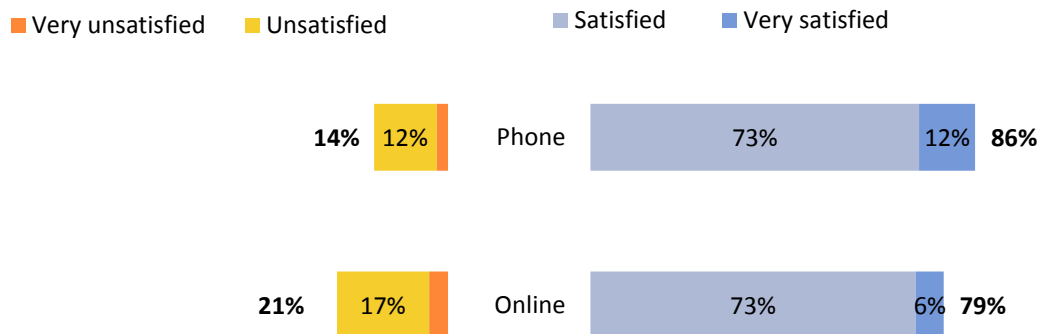
### Perceived Quality of Life by Home Ownership (online respondents only)

When comparing citizens who own their homes with those who rent their homes, the former tend to have more positive impressions of the quality of life in the City than the latter. This trend has been noted in previous years.



### Overall Satisfaction

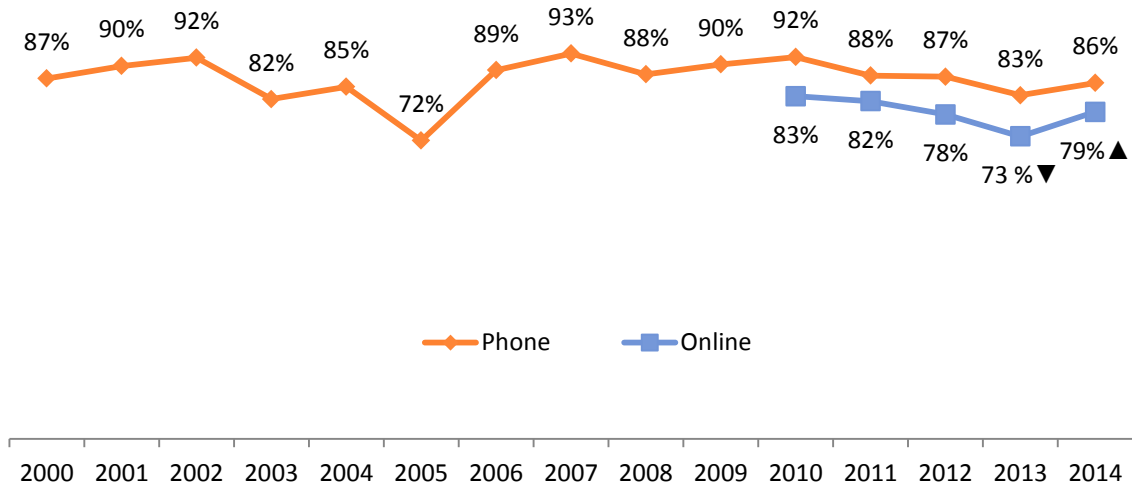
Overall satisfaction with the level of civic services provided by the City of Saskatoon is strong. Specifically, 86% of telephone respondents and 79% of online respondents report they are satisfied or very satisfied with the level of services provided.



6. Generally speaking, how satisfied are you with the overall level of services provided by the City of Saskatoon?  
Base: All respondents excluding “unsure/don’t know,” phone: n=497, online: n=801.

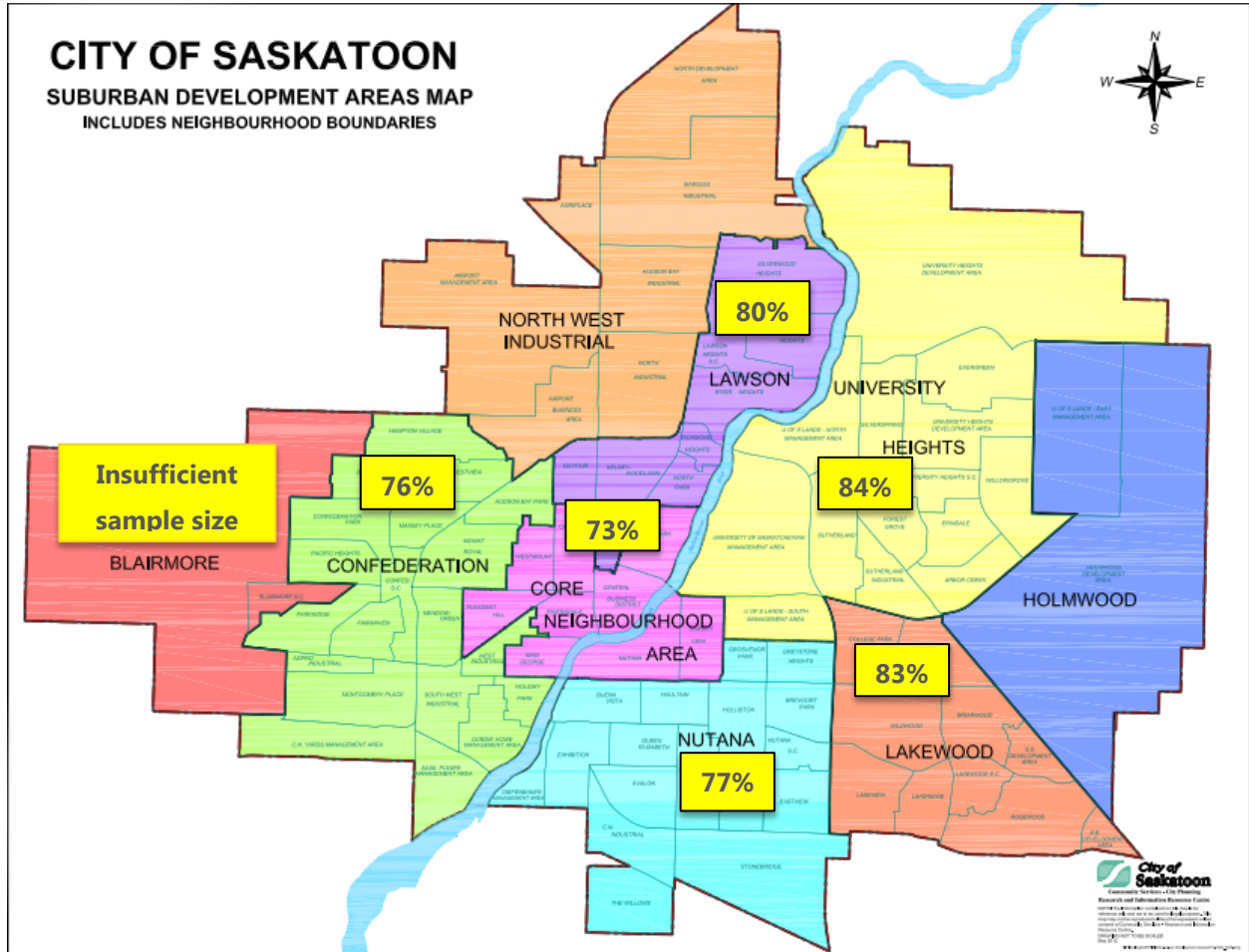
## Trended Overall Satisfaction

Overall satisfaction with the level of civic services provided by the City of Saskatoon has risen slightly among telephone respondents but has increased notably among online respondents.



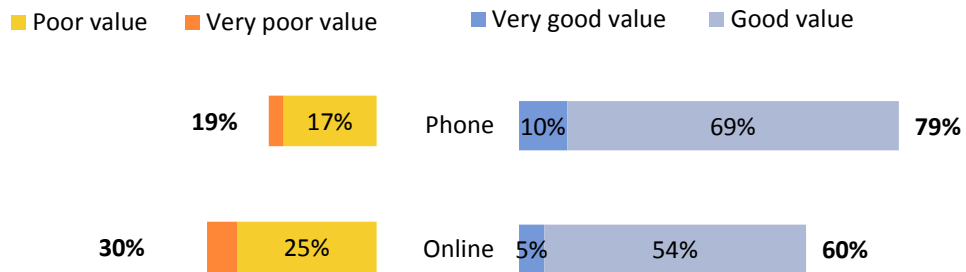
## Overall Satisfaction SDA (online respondents only)

Overall satisfaction is highest among those living in University Heights (84% satisfied or very satisfied) and Lakewood (83%) and lowest in the Core SDA (73%), though the differences are not statistically significant.



## Perceptions of Value of Civic Services

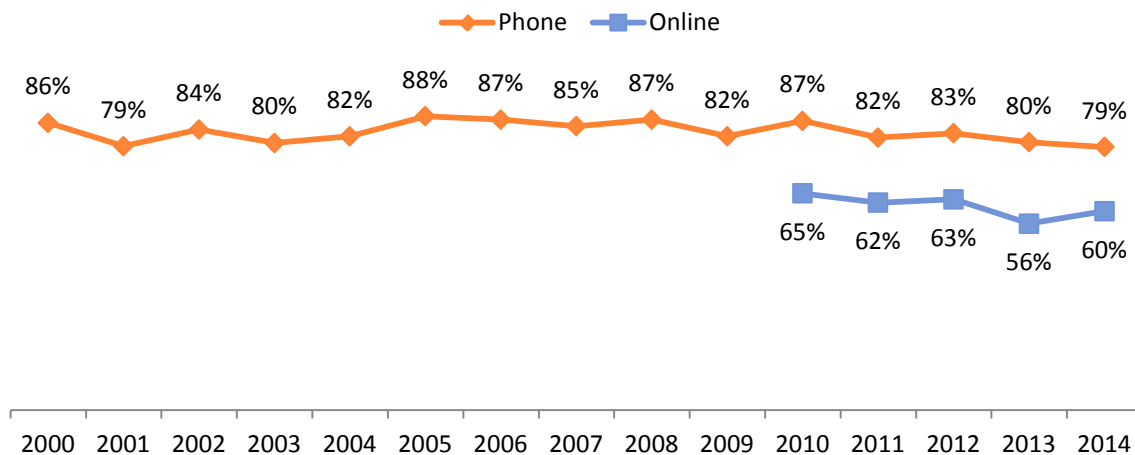
The majority of residents (79% telephone and 60% online) believe they receive civic services of good value for what they pay in property taxes. However, two in ten telephone respondents and three in ten online respondents feel the value of civic services they receive is poor.



8. About 52% of your property taxes go toward paying for civic services. The remaining 48% goes toward the school boards and library. Thinking now only about the programs and services you received from the City of Saskatoon, would you say that, overall you get... Base: All respondents, phone: n=500, online: n=801.

## Trended Perceptions of Value of Civic Services

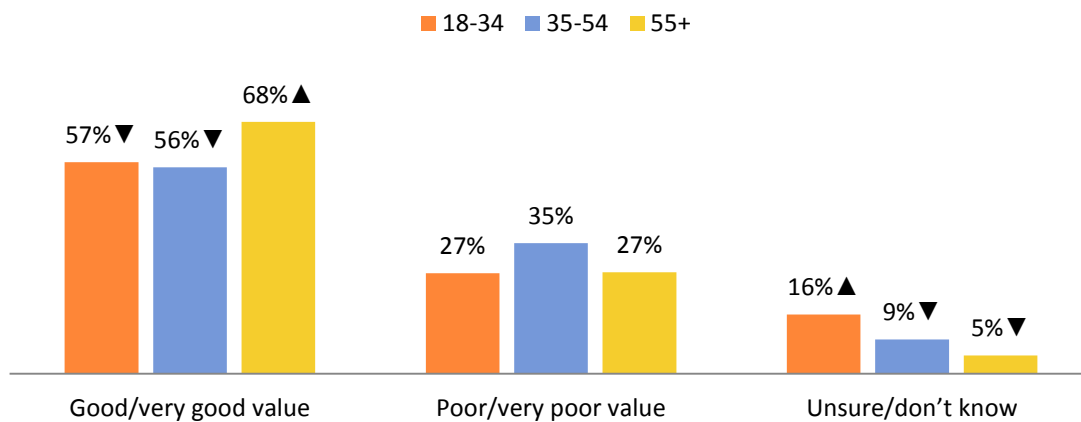
Perceptions of the value of civic services declined slightly from last year among telephone respondents (80% in 2013) but have improved slightly from last year among online respondents (56% in 2013).





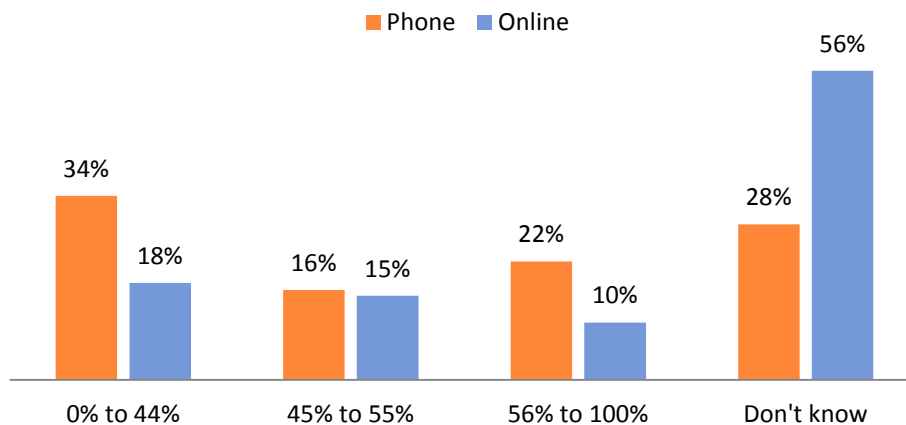
### Perceptions of Value of Civic Services by Age (online respondents only)

Younger generations are less likely to perceive the value of civic services received as good or very good.



### Knowledge of Property Taxes – Percentage Paid for Civic Services

Few citizens (16% telephone and 15% online) are able to identify precisely the proportion of their property taxes that goes to the City for civic services. Specifically, most online respondents are not sure of the proportion, while telephone respondents are more likely to underestimate the proportion. This finding is consistent with previous years.



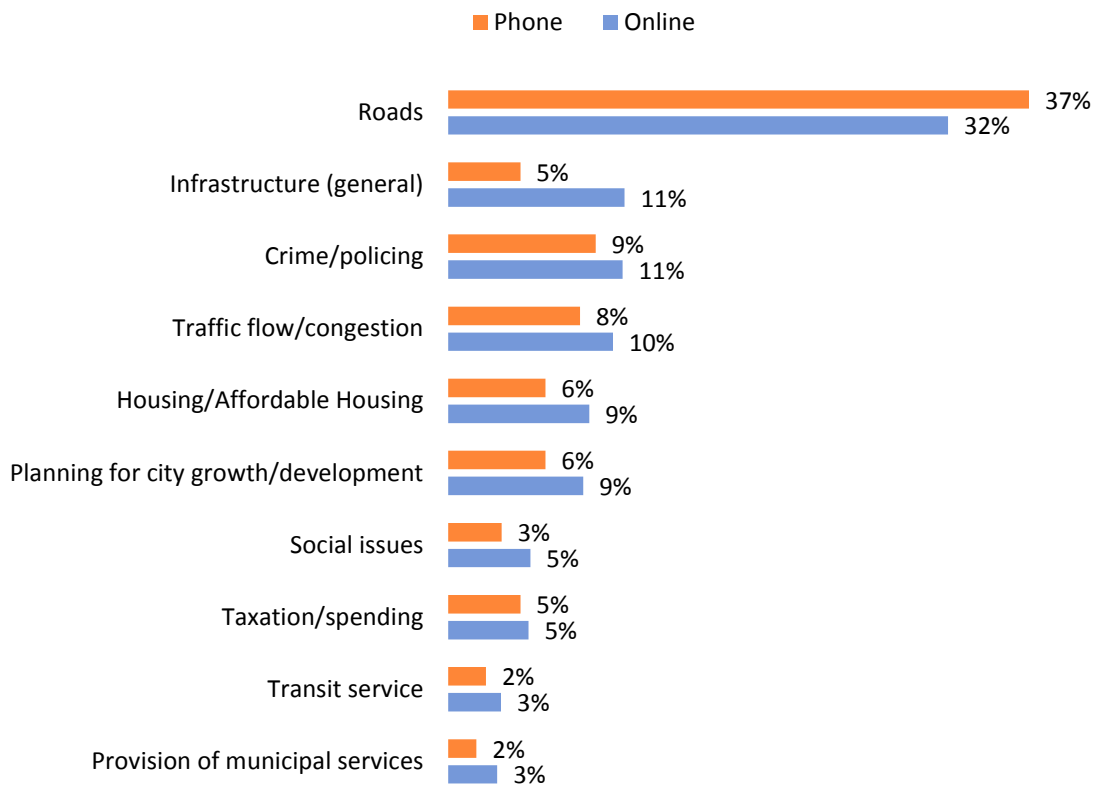
	Mean	Minimum	Maximum	Count
Online	46%	2%	100%	349
Phone	44%	1%	100%	358

7. What percentage of property taxes paid by property owners in Saskatoon do you believe goes to the City of Saskatoon to pay for civic services? Base: All respondents, phone: n=500, online: n=801.

## IMPORTANT ISSUES FACING THE CITY

### Primary Issues

When asked to name the most important issue facing the city, roads continue to remain the dominant issue (37% telephone and 32% online). Social issues, taxation/spending, transit service, and municipal services are least seen as the most important issue facing the city.



2. In your opinion, what is the single most important issue facing the City of Saskatoon, that is, the one issue you feel should receive the greatest attention? Base: All respondents, phone: n=500, online: n=801.

## Tracking Primary Issues

While more citizens have identified crime/policing as a primary issue facing the city, fewer believe traffic flow and City planning are primary issues when compared to 2013.

Primary issues	2011 Phone	2012 Phone	2013 Phone	2014 Phone	Phone Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Online Difference from 2013
Roads	18%	24%	36 %	37%	1 %	23%	22%	31 %	32%	1 %
Traffic flow/congestion	8%	7%	13 %	8%	-5 %	11%	9%	15 %	10%	-4 %
Planning for city growth/development	3%	8%	11 %	6%	-4 %	9%	9%	13 %	9%	-5 %
Infrastructure (general)	16%	17%	5 %	5%	0 %	13%	19%	9 %	11%	3 %
Crime/policing	12%	8%	4 %	9%	5 %	12%	10%	8 %	11%	3 %
Taxation/spending	4%	6%	4 %	5%	0 %	6%	7%	6 %	5%	-1 %
Housing/Affordable Housing	10%	7%	4 %	6%	3 %	11%	10%	9 %	9%	0 %
Social issues	2%	4%	3 %	3%	0 %	6%	3%	5 %	5%	0 %

## Primary and Secondary Issues

When asked to list all important issues facing the city, crime and policing, traffic flow, affordable housing, and infrastructure in general emerge, in addition to roads.

Phone respondents	<span style="color: orange;">■</span> Primary issue <span style="color: blue;">■</span> Secondary issue	Online respondents
54% <span style="color: blue;">■</span> 17% <span style="color: orange;">■</span> 37%	Roads	<span style="color: orange;">■</span> 32% <span style="color: blue;">■</span> 19% 51%
16% <span style="color: blue;">■</span> 9% <span style="color: orange;">■</span>	Crime/policing	<span style="color: orange;">■</span> <span style="color: blue;">■</span> 25%
11% <span style="color: blue;">■</span> <span style="color: orange;">■</span>	Traffic flow/congestion	<span style="color: orange;">■</span> <span style="color: blue;">■</span> 17%
8% <span style="color: blue;">■</span> <span style="color: orange;">■</span>	Housing/affordable Housing	<span style="color: orange;">■</span> <span style="color: blue;">■</span> 16%
5% <span style="color: blue;">■</span> <span style="color: orange;">■</span>	Infrastructure (general)	<span style="color: orange;">■</span> <span style="color: blue;">■</span> 16%
10% <span style="color: blue;">■</span> <span style="color: orange;">■</span>	Taxation/spending	<span style="color: orange;">■</span> <span style="color: blue;">■</span> 15%
8% <span style="color: blue;">■</span> <span style="color: orange;">■</span>	Planning for city growth/development	<span style="color: orange;">■</span> <span style="color: blue;">■</span> 15%
5% <span style="color: blue;">■</span> <span style="color: orange;">■</span>	Social issues	<span style="color: orange;">■</span> <span style="color: blue;">■</span> 12%
7% <span style="color: blue;">■</span> <span style="color: orange;">■</span>	Transit service	<span style="color: orange;">■</span> <span style="color: blue;">■</span> 11%
5% <span style="color: blue;">■</span> <span style="color: orange;">■</span>	Provision of municipal services	<span style="color: orange;">■</span> <span style="color: blue;">■</span> 9%
1% <span style="color: blue;">■</span> <span style="color: orange;">■</span>	Environment/pollution	<span style="color: orange;">■</span> <span style="color: blue;">■</span> 4%
4% <span style="color: blue;">■</span> <span style="color: orange;">■</span>	Education	<span style="color: orange;">■</span> <span style="color: blue;">■</span> 4%

2. In your opinion, what is the single most important issue facing the City of Saskatoon, that is, the one issue you feel should receive the greatest attention?

3. Is there any other issue, which you feel is also important, and should receive priority attention?

Base: All respondents, phone: n=500, online: n=801.

## SPECIFIC CIVIC SERVICES – IMPORTANCE & SATISFACTION

Saskatoon residents were asked to rate the importance of a wide range of civic services offered by the City as well as the City's performance of delivering these services. A ten-point scale is used where one means not at all important or very poor performance (in the case of rating the City's performance) and ten means very important or excellent performance (in the case of rating the City's performance). For the ease of presentation, these services have been grouped into the following categories.

<b>Transportation &amp; Utility Services</b>
❖ Maintenance of major roadways and freeways
❖ Snow and ice road maintenance
❖ Traffic management
❖ Street maintenance in your neighborhood
❖ Sidewalk maintenance in your neighborhood
❖ Parking
❖ Public transportation
❖ Maintenance of back lanes
❖ Repair of water main breaks
❖ Quality of drinking water
❖ Treatment of sewage
❖ Electrical services reliability

❖ Golf courses
❖ Mosquito control
❖ Maintenance of City parks
❖ Maintenance of City trees
❖ Accessibility of City parks
❖ Funding for community-based organizations
❖ Funding for arts and cultural groups
❖ Bylaw enforcement
❖ Control of dangerous and nuisance animals

<b>Waste Management</b>
❖ Garbage collection
❖ Recycling
❖ Landfill services

<b>Community Services</b>
❖ Planning for growth and development
❖ Affordable housing
❖ Indoor pools/community centres
❖ Outdoor swimming pools
❖ Ice rinks

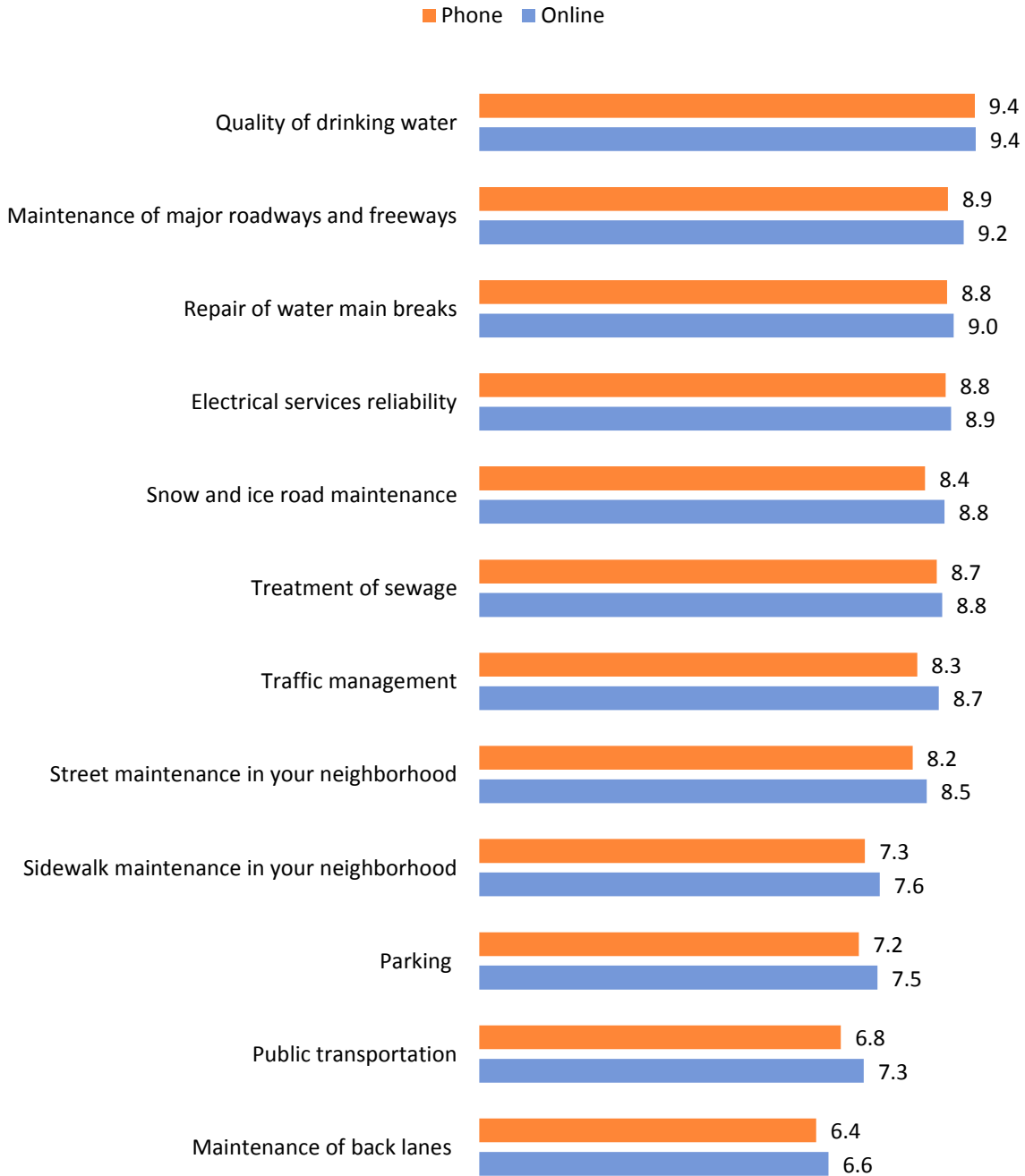
<b>Other</b>
❖ Fire protection
❖ Police services
❖ Customer service
❖ Online services

The civic services that residents deem most important include the following:

- Road maintenance
- Repair of water main breaks
- Snow and ice maintenance
- Traffic management
- Planning for growth and development
- Quality of drinking water
- Fire protection
- Treatment of sewage
- Police services

## Importance of Transportation & Utility Services

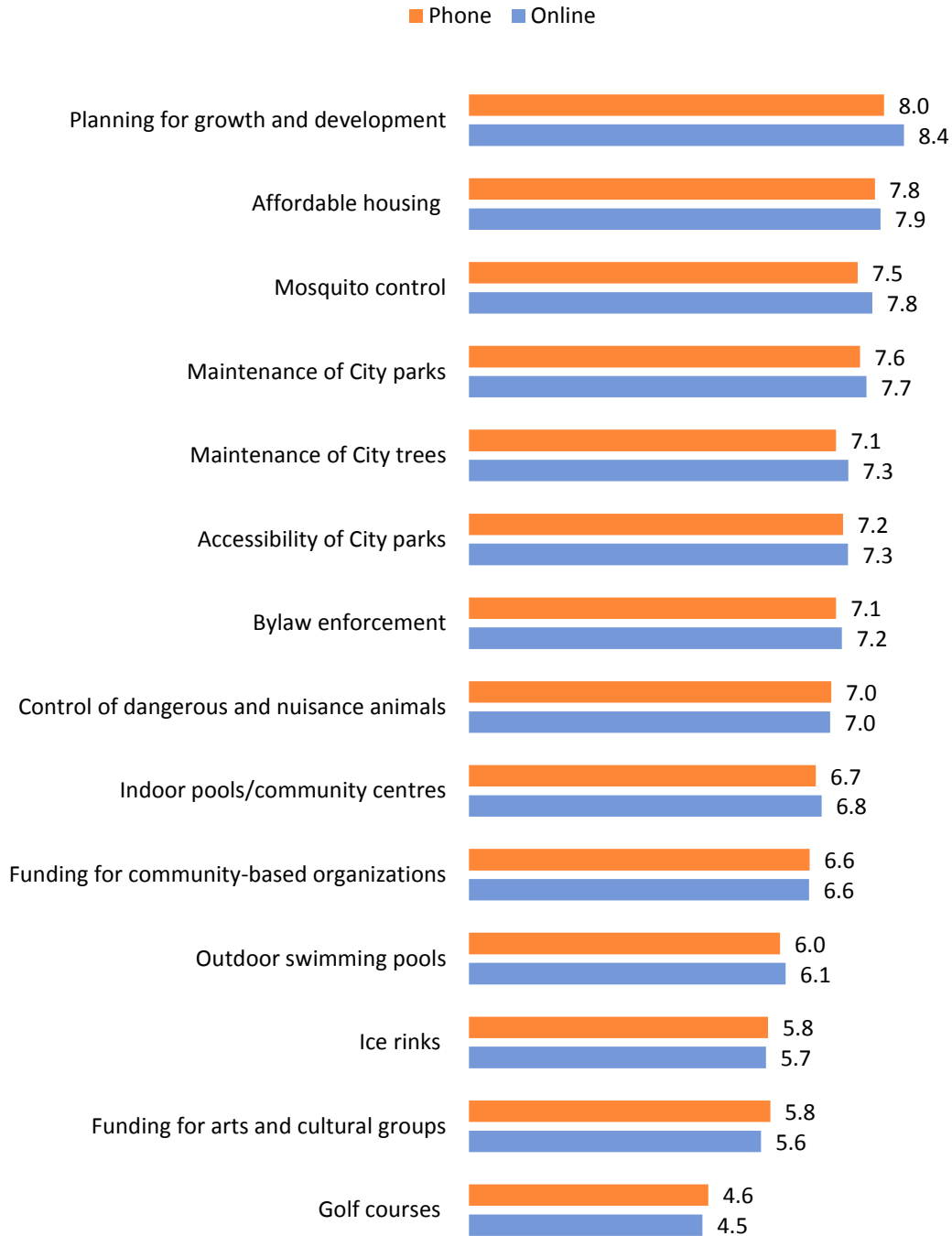
Most transportation and utility services are deemed as very important. Sidewalk maintenance, parking, public transportation, and back lanes maintenance are perceived as comparatively less important.



4. Please rate how important each of the following services are to you personally. Base: All respondents excluding "don't know," phone: n=478 to 500, online, n=788 to 800.

## Importance of Community Services

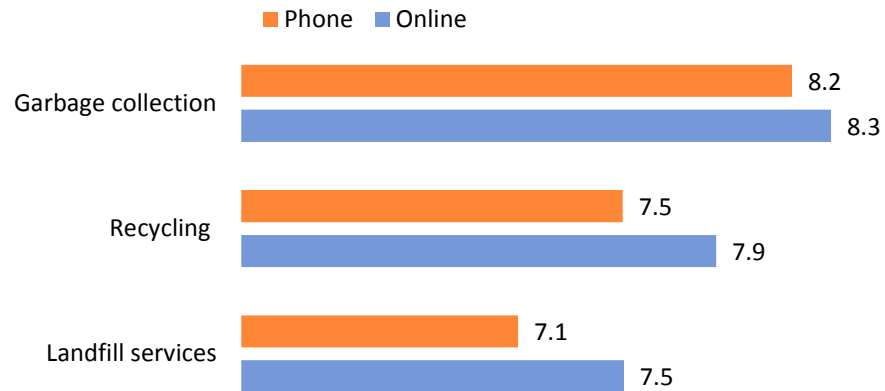
Planning for growth and development is deemed to be the most important community service while leisure services are comparatively less important to citizens.



4. Please rate how important each of the following services are to you personally. Base: All respondents excluding "don't know," phone: n=478 to 500, online, n=788 to 800.

## Importance of Waste Management

Garbage collection is seen to be more important than recycling and landfill services.

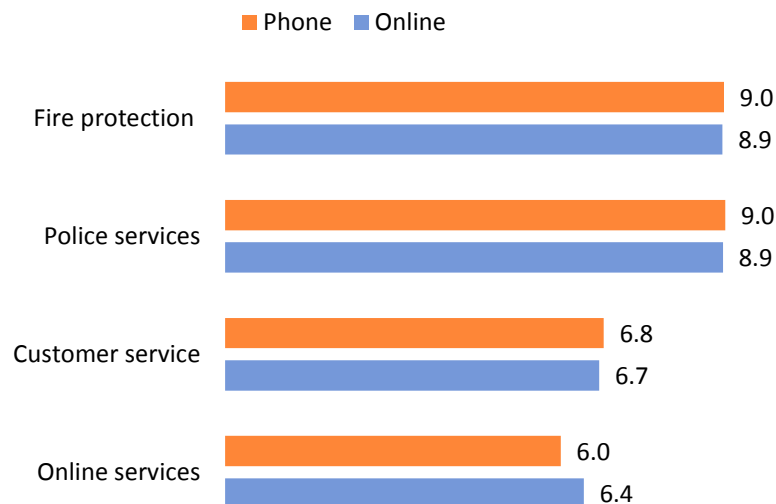


4. Please rate how important each of the following services are to you personally. Base: All respondents excluding “don’t know,” phone: n=478 to 500, online, n=788 to 800.

\*Results for electrical services reliability exclude respondents whose electricity provider is SaskPower.

## Importance of Other Services

Among the remaining civic services presented to citizens, fire protection and police services are perceived to be the most important.



4. Please rate how important each of the following services are to you personally. Base: All respondents excluding “don’t know,” phone: n=478 to 500, online, n=788 to 800.



## Tracking Importance of Services

The perceived importance of specific civic services remains consistent except for funding for community-based organizations, for which a notable decline in importance is observed. However, this may be due in part to a change in the wording for this civic service.

Transportation & Utility Services	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Maintenance of major roadways and freeways	8.9	9.0	9.0	8.9	-0.1	9.1	9.1	9.2	9.2	0.0
Snow and ice road maintenance*	8.3	8.3	8.5	8.4	-0.1	8.8	8.6	8.8	8.8	0.0
Traffic management	8.1	8.4	8.4	8.3	-0.1	8.7	8.8	8.8	8.7	-0.1
Street maintenance in your neighborhood	8.2	8.3	8.3	8.2	-0.1	8.5	8.5	8.5	8.5	-0.1
Sidewalk maintenance in your neighborhood	7.1	7.0	7.1	7.3	0.2	7.7	7.6	7.6	7.6	0.0
Parking	-	-	7.0	7.2	0.2	-	-	7.5	7.5	0.1
Public transportation	7.0	7.1	7.0	6.8	-0.2	7.4	7.3	7.5	7.3	-0.3
Maintenance of back lanes	6.4	6.1	6.1	6.4	0.3	6.5	6.4	6.6	6.6	0.0
Repair of water main breaks	8.7	8.9	8.8	8.8	0.1	8.9	9.0	9.1	9.0	-0.1
Quality of drinking water	9.2	9.4	9.4	9.4	0.0	9.4	9.5	9.5	9.4	-0.1
Treatment of sewage	8.5	8.7	8.7	8.7	-0.1	8.7	8.8	8.9	8.8	-0.1
Electrical services reliability**	8.4	8.6	8.6	8.8	0.2	8.8	8.8	8.9	8.9	0.0

\* Option was changed from “snow removal.”

\*\* Results exclude respondents whose electricity provider is SaskPower.

Community Services	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Planning for growth and development*	8.0	8.2	8.4	8.0	-0.3	8.5	8.5	8.6	8.4	-0.2
Affordable housing**	-	-	-	7.8	-	-	-	-	7.9	-
Indoor pools/community centres	6.8	7.0	6.9	6.7	-0.2	7.0	6.9	7.0	6.8	-0.2
Outdoor swimming pools	6.2	6.2	6.2	6.0	-0.2	6.1	6.2	6.4	6.1	-0.2
Ice rinks	5.9	6.0	5.9	5.8	-0.1	5.8	5.7	5.8	5.7	0.0
Golf courses	4.7	4.6	4.7	4.6	-0.1	4.6	4.5	4.6	4.5	-0.1
Mosquito control	7.5	7.4	7.5	7.5	0.0	7.9	7.8	7.9	7.8	-0.1
Maintenance of City parks	7.5	7.6	7.5	7.6	0.0	7.8	7.7	7.8	7.7	-0.1
Maintenance of City trees	7.0	7.0	6.9	7.1	0.1	7.4	7.3	7.4	7.3	0.0
Accessibility of City parks	7.2	7.3	7.2	7.2	0.0	7.6	7.4	7.4	7.3	-0.1
Funding for community-based organizations***	7.7	7.7	7.5	6.6	-0.9	7.5	7.4	7.4	6.6	-0.8
Funding for arts and cultural groups	5.9	5.9	5.9	5.8	-0.1	6.0	5.9	5.8	5.6	-0.2
Bylaw enforcement	7.0	6.9	7.0	7.1	0.1	7.3	7.2	7.3	7.2	0.0
Control of dangerous and nuisance animals	6.9	7.0	6.9	7.0	0.1	7.1	7.0	7.0	7.0	-0.1

\* Option was changed from “planning and development of the city.”

\*\* Option was added in 2014.

\*\*\* Option was changed from “funding for community service organizations that help people in need.”

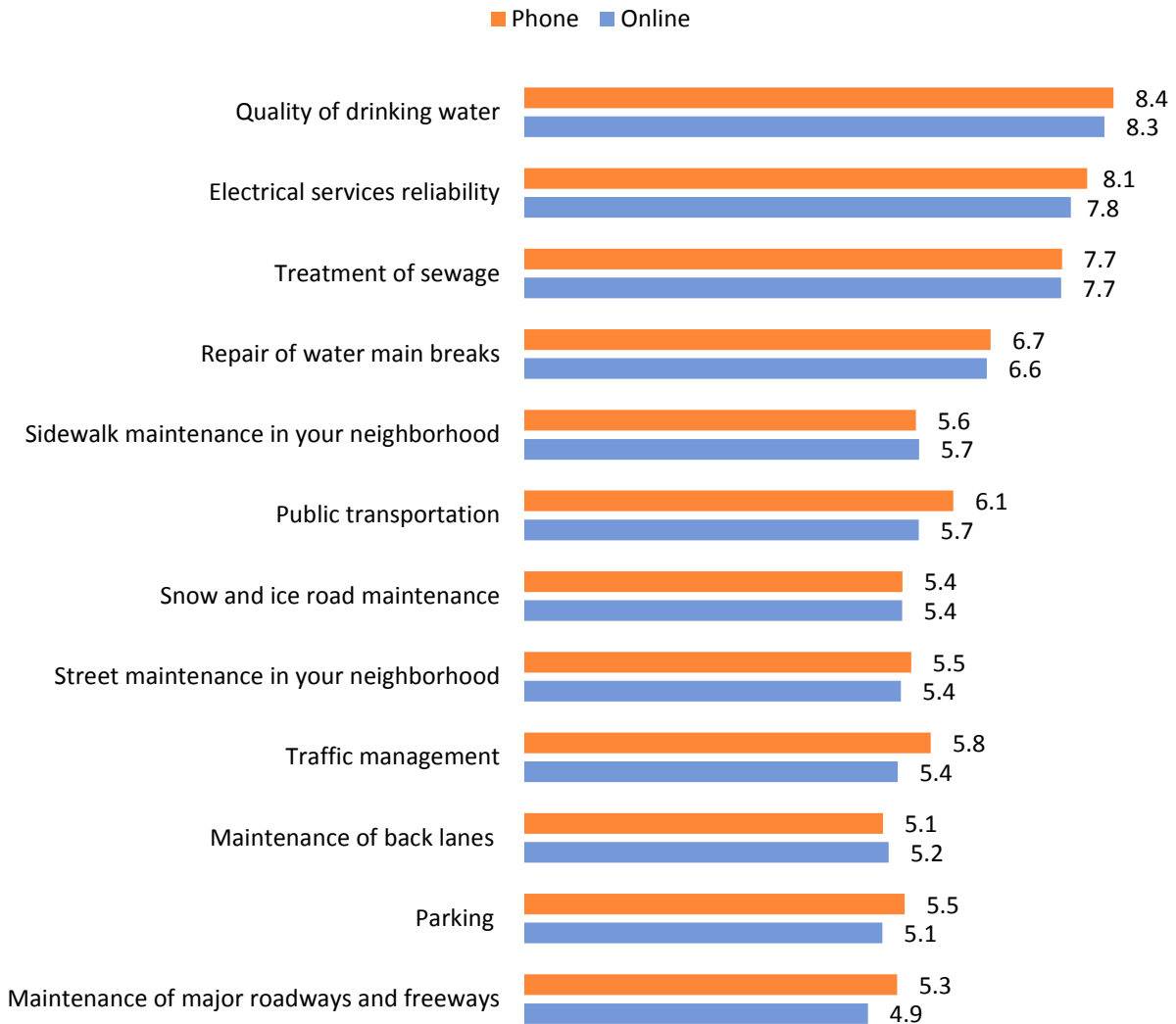
Waste Management	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Garbage Collection	-	8.4	8.2	8.2	0.0	-	8.3	8.5	8.3	-0.1
Recycling*	7.6	7.6	7.6	7.5	0.0	7.7	7.6	7.8	7.9	0.1
Landfill services	7.2	7.2	7.2	7.1	-0.1	7.5	7.5	7.6	7.5	-0.1

\* Option was changed from "recycling initiatives."

Other	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Fire protection	8.9	9.1	9.1	9.0	-0.1	9.1	9.0	9.1	8.9	-0.1
Police services	8.8	9.0	9.0	9.0	0.0	9.1	9.0	9.0	8.9	0.0
Customer service	6.7	6.8	6.7	6.8	0.1	6.7	6.8	6.8	6.7	-0.1
Online services	-	-	5.8	6.0	0.2	-	-	6.4	6.4	0.1

## Satisfaction with Transportation & Utility Services

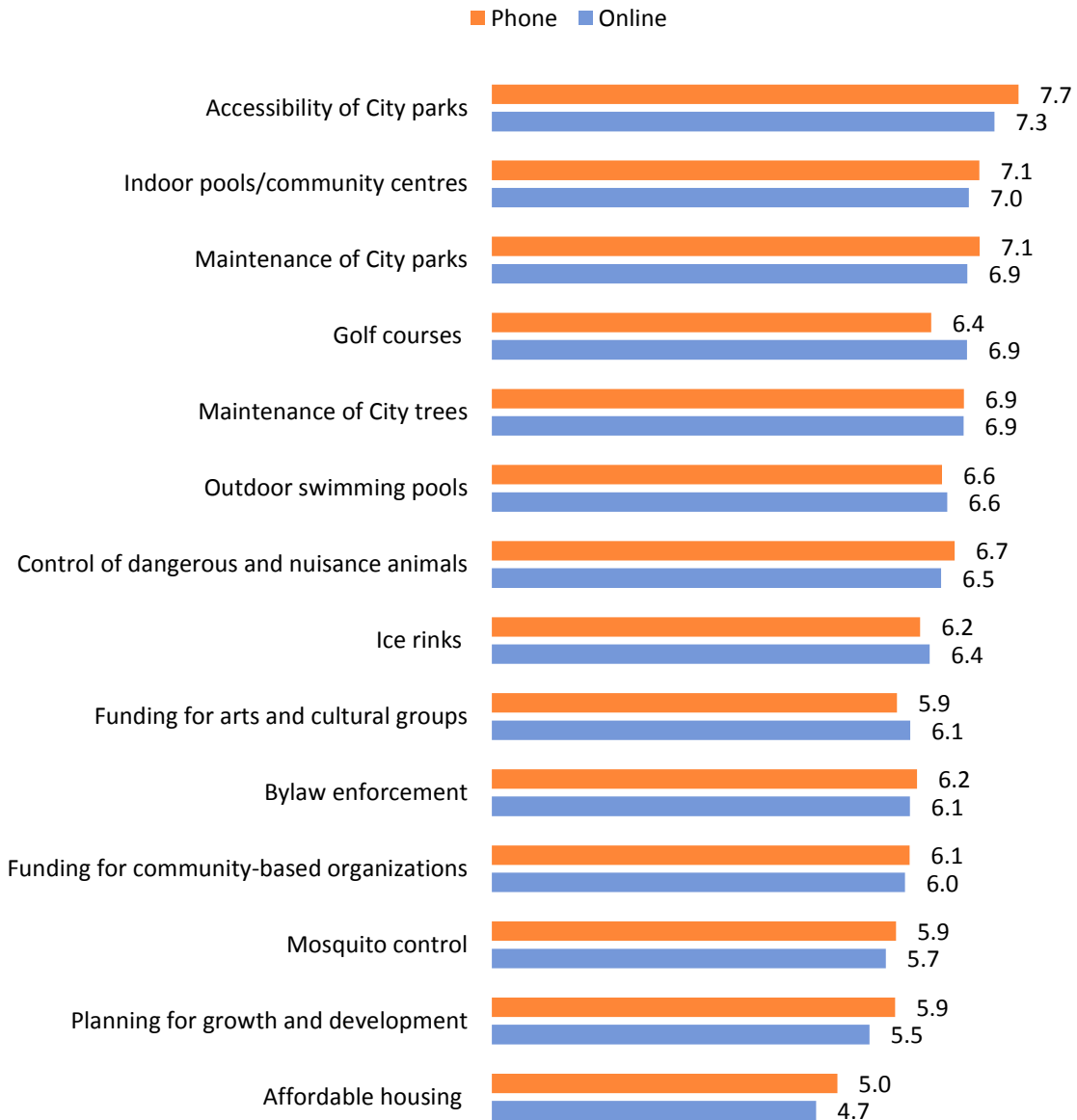
As previously mentioned, residents were also asked to rate the City's performance on a ten-point scale in delivering civic services. Quality of drinking water, electrical services reliability, and sewage treatment are transportation and utility services with which citizens are most satisfied. However, satisfaction with other services is comparably lower.



5. Please rate how well the City of Saskatoon is doing in delivering each of these services. Base: All respondents excluding "don't know," phone: n=366 to 500, online, n=438 to 788.

## Satisfaction with Community Services

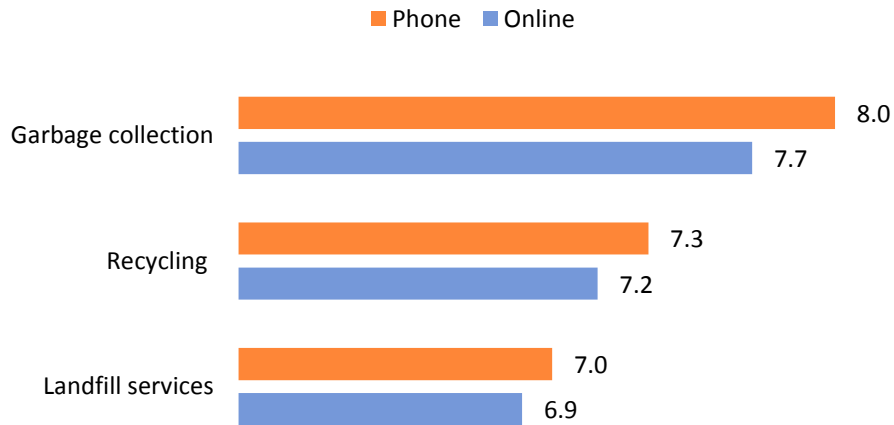
Satisfaction with green spaces and leisure services is moderately high. Satisfaction with affordable housing is the lowest among all community services measured.



5. Please rate how well the City of Saskatoon is doing in delivering each of these services. Base: All respondents excluding "don't know," phone: n=366 to 500, online, n=438 to 788.

## Satisfaction with Waste Management

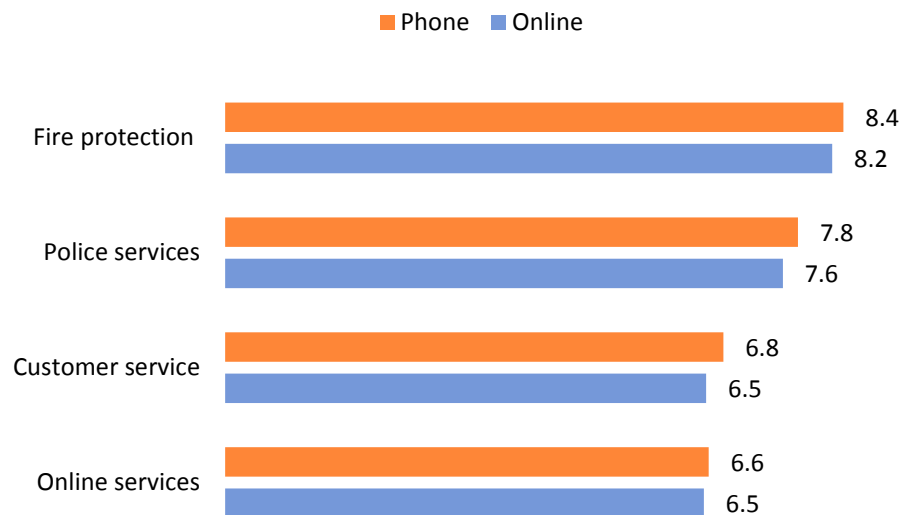
Satisfaction with garbage collection, the waste management service that is perceived as most important, is high.



5. Please rate how well the City of Saskatoon is doing in delivering each of these services. Base: All respondents excluding "don't know," phone: n=366 to 500, online, n=438 to 788.

## Satisfaction with Other Services

Satisfaction with fire protection is very high. However, satisfaction with the remaining civic services asked of citizens is moderate.



5. Please rate how well the City of Saskatoon is doing in delivering each of these services. Base: All respondents excluding "don't know," phone: n=366 to 500, online, n=438 to 788.

## Tracking Satisfaction with Civic Services

Satisfaction has improved or remains consistent from 2013 for most transportation and utility services except for the repair of water main breaks which has declined from 2013. There is a notable increase in satisfaction with snow and ice road maintenance in 2014 when compared to the results from 2013.

Transportation & Utility Services	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Maintenance of major roadways and freeways	5.0	5.4	5.1	5.3	0.3	4.9	4.9	4.6	4.9	0.3
Snow and ice road maintenance*	5.5	5.9	4.7	5.4	0.7	5.4	5.8	4.4	5.4	1.0
Traffic management	5.5	5.7	5.3	5.8	0.5	5.2	5.2	4.9	5.4	0.5
Sidewalk maintenance in your neighborhood	5.9	6.0	5.8	5.6	-0.1	5.6	5.7	5.4	5.7	0.3
Street maintenance in your neighborhood	5.4	5.6	5.4	5.5	0.2	5.2	5.4	5.1	5.4	0.3
Parking	-	-	5.4	5.5	0.0	-	-	5.2	5.1	-0.1
Public transportation	6.2	6.3	6.2	6.1	0.0	5.8	5.7	5.6	5.7	0.1
Maintenance of back lanes	5.2	5.3	5.3	5.1	-0.1	5.2	5.2	5.0	5.2	0.2
Repair of water main breaks	7.1	7.5	7.2	6.7	-0.5	7.0	7.2	6.9	6.6	-0.3
Quality of drinking water	8.4	8.6	8.4	8.4	0.0	8.6	8.5	8.4	8.3	0.0
Treatment of sewage	7.5	8.0	7.8	7.7	-0.1	7.8	7.8	7.8	7.7	-0.2
Electrical services reliability**	8.0	8.0	8.4	8.1	-0.3	8.3	7.8	8.2	7.8	-0.4

\* Option was changed from "snow removal."

\*\* Results exclude respondents whose electricity provider is SaskPower.

Satisfaction with most community services has remained steady from 2013. Improved satisfaction with planning for growth and development is noted among community services offered by the City.

Community Service	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Planning for growth and development*	5.9	5.9	5.6	5.9	0.3	5.5	5.5	5.1	5.5	0.4
Affordable housing**	-	-	-	5.0	-	-	-	-	4.7	-
Indoor pools/community centres	7.3	7.3	7.2	7.1	-0.1	7.1	7.1	7.1	7.0	-0.1
Outdoor swimming pools	6.6	6.6	6.6	6.6	0.0	6.6	6.7	6.6	6.6	0.0
Ice rinks	6.6	6.4	6.3	6.2	-0.1	6.6	6.5	6.6	6.4	-0.2
Golf courses	6.7	6.5	6.7	6.4	-0.3	6.9	6.9	7.0	6.9	-0.1
Mosquito control	5.5	6.1	5.6	5.9	0.3	5.5	5.8	5.5	5.7	0.2
Maintenance of City parks	7.1	7.3	7.1	7.1	0.0	6.9	7.0	6.9	6.9	0.1
Maintenance of City trees	7.1	7.1	7.0	6.9	-0.1	6.9	7.0	6.8	6.9	0.1
Accessibility of City parks	7.6	7.7	7.5	7.7	0.1	7.4	7.3	7.2	7.3	0.1
Funding for community-based organizations***	6.1	6.1	6.1	6.1	0.0	6.1	6.0	6.0	6.0	0.0
Funding for arts and cultural groups	6.0	5.9	6.0	5.9	-0.1	6.0	6.0	6.1	6.1	0.0
Bylaw enforcement	6.4	6.3	6.2	6.2	0.0	6.3	6.3	6.1	6.1	0.0
Control of dangerous and nuisance animals	6.6	6.8	6.8	6.7	0.0	6.6	6.8	6.6	6.5	-0.1

\* Option was changed from “planning and development of the city.”

\*\* Option was added in 2014.

\*\*\* Option was changed from “funding for community service organizations that help people in need.”



Waste Management	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Garbage Collection	-	7.7	7.9	8.0	0.0	-	7.6	7.5	7.7	0.2
Landfill services	6.8	7.1	6.9	7.0	0.2	6.8	7.0	6.9	6.9	0.0
Recycling*	5.1	5.9	7.5	7.3	-0.1	4.9	5.7	7.1	7.2	0.1

\* Option was changed from “recycling initiatives.”

Other	2011 Telephone	2012 Telephone	2013 Telephone	2014 Telephone	Difference from 2013	2011 Online	2012 Online	2013 Online	2014 Online	Difference from 2013
Fire protection	8.4	8.5	8.5	8.4	-0.1	8.4	8.4	8.3	8.2	-0.1
Police services	7.5	7.6	7.8	7.8	0.0	7.5	7.5	7.5	7.6	0.1
Customer services	6.8	7.0	6.8	6.8	-0.1	6.5	6.6	6.4	6.5	0.1
Online services	-	-	6.6	6.6	-0.1	-	-	6.5	6.5	0.0

## **Mapping Importance and Satisfaction**

In order to demonstrate areas of strength and weakness in the City's services offerings, a quadrant analysis was conducted. The set of civic services measured is mapped based on ratings of importance and the City's performance in delivery these services (satisfaction). The four quadrants are defined as follows:

### Key Weaknesses (Top Left Quadrant)

Critical Weaknesses represent services believed to be of comparatively high importance, yet opinion on performance of such services is comparatively lower. As a result, these are top priority areas in which more effort could be placed to improve performance.

### Latent Weaknesses (Bottom Left Quadrant)

Latent Weaknesses represent services believed to be comparatively lower in importance and, at the same time, have lower performance assessments. These issues should be monitored as, if importance in these areas increases, efforts may be required to improve performance.

### Key Strengths (Top Right Quadrant)

Critical Strengths represent services with both high importance and high performance ratings. Continued strong performance in these areas is essential.

### Latent Strengths (Bottom Right Quadrant)

Latent Strengths are areas where the population rate a high degree of performance with services, yet they do not see as much relative importance in these areas. Efforts in these areas could potentially be diverted to address critical weaknesses.

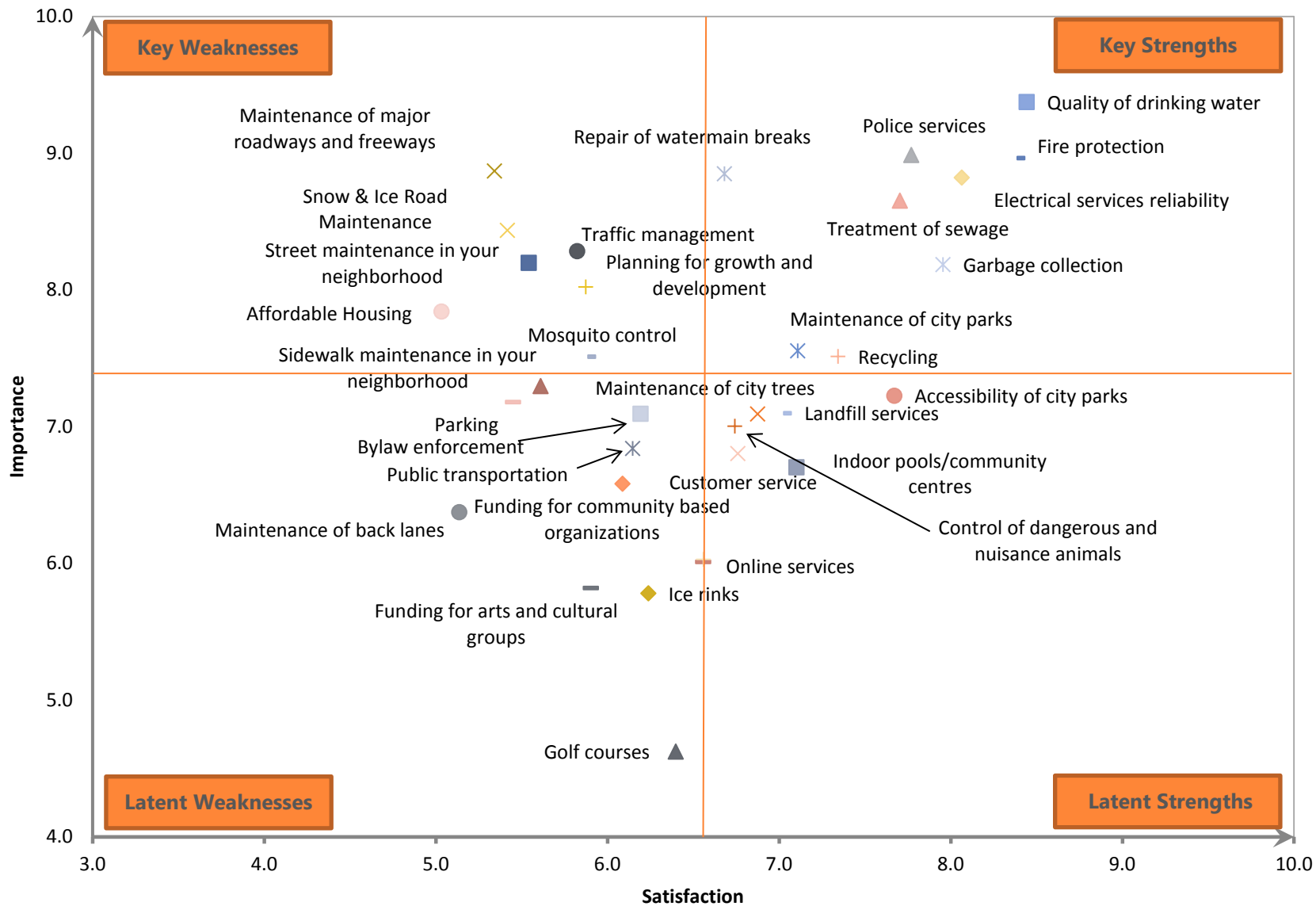
Two separate maps are presented to delineate results for the telephone and online surveys.

Summary of the quadrant analysis

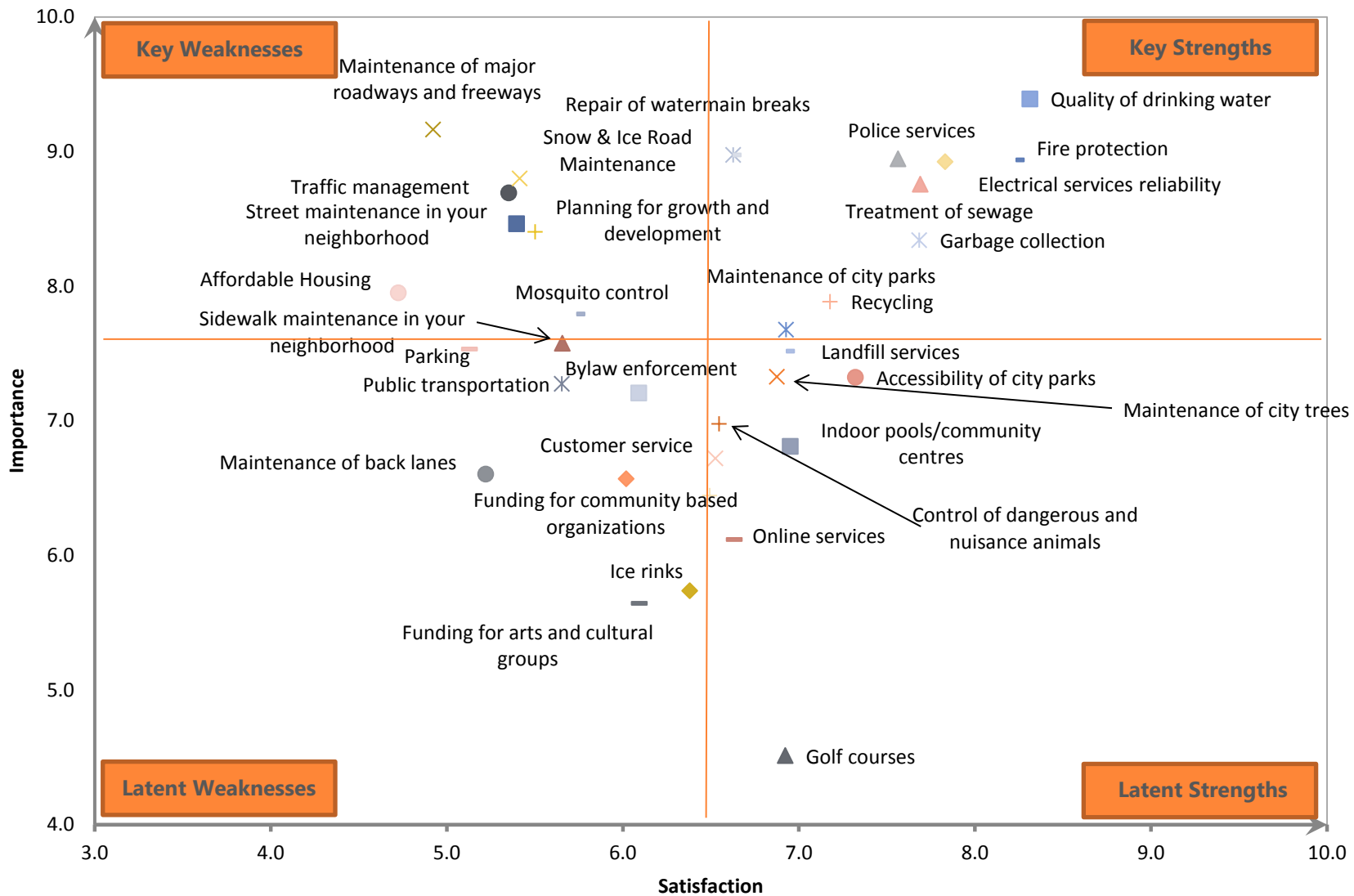
Key Strengths – Rated High in Importance and Satisfaction	
Quality of drinking water	Treatment of sewage
Fire protection	Garbage collection
Electrical services reliability	Police services
Recycling	Maintenance of City parks
Repair of water main breaks	

Key Weaknesses – Rated High in Importance but Low in Satisfaction	
Mosquito control	Traffic management
Planning for growth and development	Maintenance of major roadways and freeways
Street maintenance in your neighborhood	Snow and ice road maintenance
Affordable housing	

### Phone Results



### Online Results

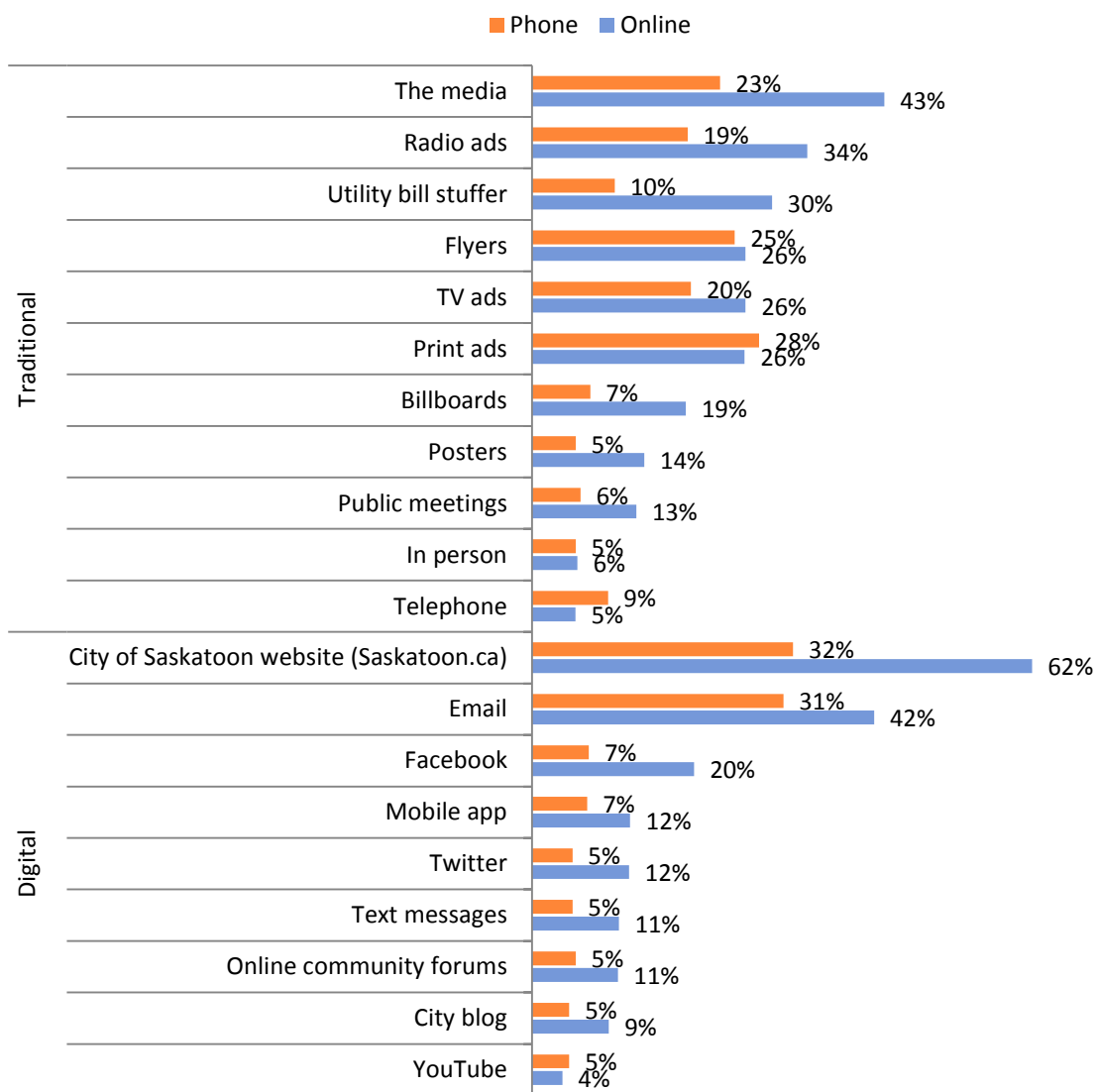


## METHODS OF COMMUNICATION

Next, respondents were asked to comment on how they would most like to communicate with the City of Saskatoon and whether or not they access the City's digital communications channels.

### Preferred Information Sources

Citizens prefer using a wide range of communication methods to receive information about programs and services offered by the City. Most commonly, the City's website and emails from the City are the preferred information sources for both telephone and online respondents. Flyers, TV ads, print ads, the media, and radio ads are also common preferences.



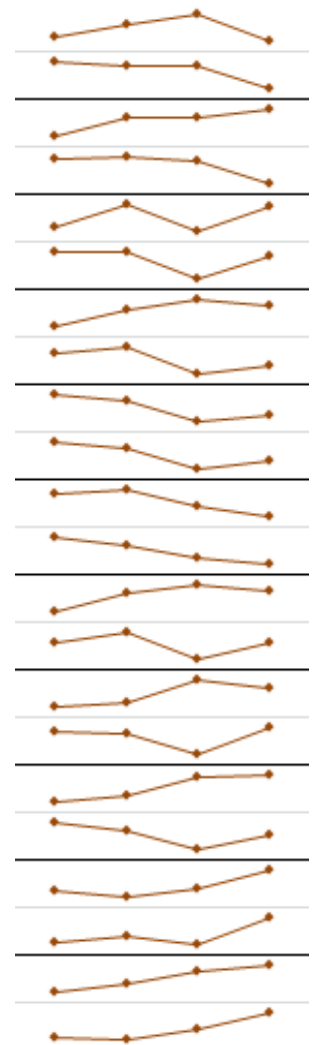
9. Changing topics slightly, how do you prefer to receive information about all types of City of Saskatoon programs and services? Base: All respondents, phone: n=500, online: n=801.

## Trended Preferred Information Sources

Fewer people prefer receiving civic information via utility bill stuffers or flyers than in the past, whereas more citizens prefer to use digital channels such as emails and the City's website to receive information about civic services.

Communication Method		Mode	2011	2012	2013	2014
Traditional	Utility bill stuffer	Phone	13%	21%	27%	10%
		Online	37%	35%	36%	30%
	The media	Phone	11%	19%	19%	23%
		Online	45%	45%	45%	43%
	Print ads	Phone	19%	29%	17%	28%
		Online	28%	27%	21%	26%
	Radio ads	Phone	15%	18%	20%	19%
		Online	37%	39%	32%	34%
	TV ads	Phone	22%	22%	19%	20%
		Online	31%	30%	24%	26%
	Flyers	Phone	40%	43%	32%	25%
		Online	36%	33%	29%	26%
	Billboards	Phone	4%	7%	9%	7%
		Online	19%	21%	15%	19%
	Posters	Phone	4%	4%	6%	5%
		Online	13%	12%	9%	14%
Public meetings	Phone	3%	4%	6%	6%	
	Online	15%	13%	11%	13%	
Digital*	Website	Phone	26%	24%	26%	32%
		Online	49%	52%	47%	62%
	Email	Phone	24%	26%	29%	31%
		Online	36%	36%	38%	42%

**Trend line**



\*Only items that can be tracked are included.

### Preferred Information Sources by Age (online respondents only)

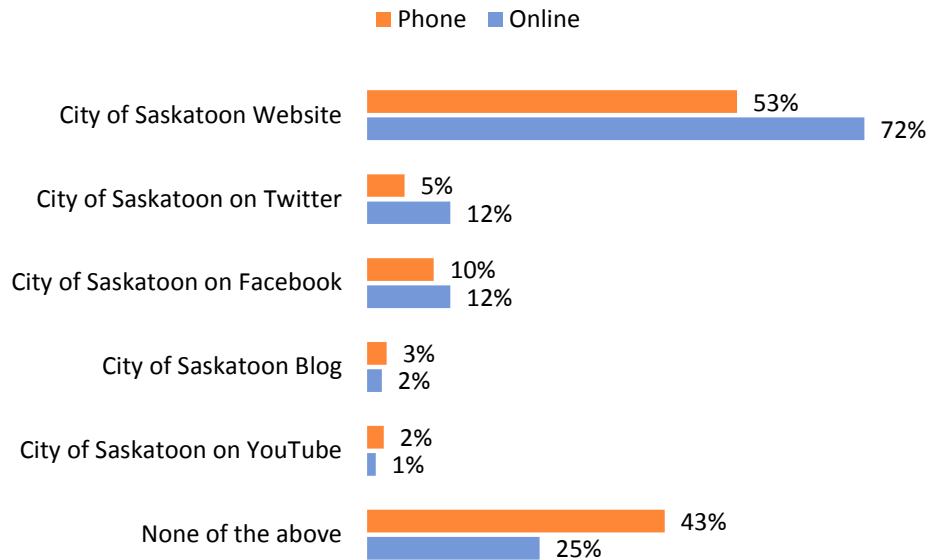
Preferred information sources differ by age range. Older respondents are more likely to prefer printed ads, utility bill stuffer, and flyers, as well as telephone communications, while younger citizens prefer a wide range of methods including social media and outdoor ads.

Communication Method		18-34	35-54	55+
Traditional	The media	45%	42%	44%
	Radio ads	41%▲	31%▲	29%▼
	Billboards	24%▲	23%▲	8%▼
	TV ads	23%	27%	30%
	Utility bill stuffer	21%▼	29%▼	41%▲
	Flyers	20%▼	26%	34%▲
	Posters	20%▲	13%	8%▼
	Print ads	19%▼	23%▼	39%▲
	Public meetings	10%	12%	18%
	In person	9%	4%	5%
	Telephone	3%▼	6%	7%▲
Digital	City of Saskatoon website (Saskatoon.ca)	66%▲	64%▲	54%▼
	Email	40%	41%	46%
	Facebook	33%	16%	10%
	Mobile app	21%▲	10%▲	5%▼
	Twitter	19%▲	13%▲	2%▼
	Text messages	14%	10%	8%
	Online community forums	13%	12%	7%
	City blog	13%▲	10%	5%▼
	YouTube	8%▲	3%▲	0%▼
Base (100%, n=)		270	304	227



## Digital Media Engagement

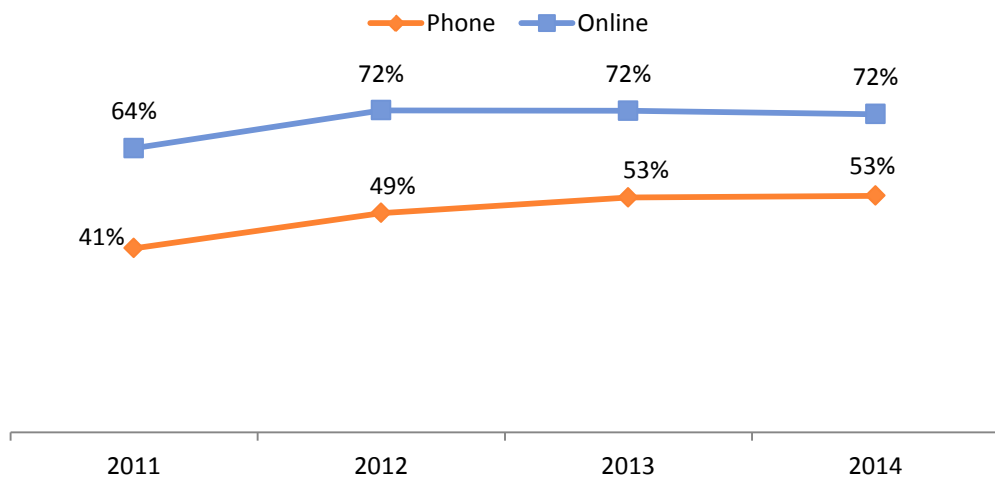
Seven in ten online respondents (72%) and one half (53%) of telephone respondents report that they have visited the City's website at least once within the past six months. Visitation to the City's social media sites (Facebook, Twitter, blogs and YouTube) within the same time period is minimal.



10. The City of Saskatoon website includes various social media tools to better communicate with citizens. This includes a blog, Twitter, Facebook, and YouTube. In the past six months, which of the following have you visited?  
Base: All respondents, phone: n=500, online: n=801.

## Trended Website Visitation

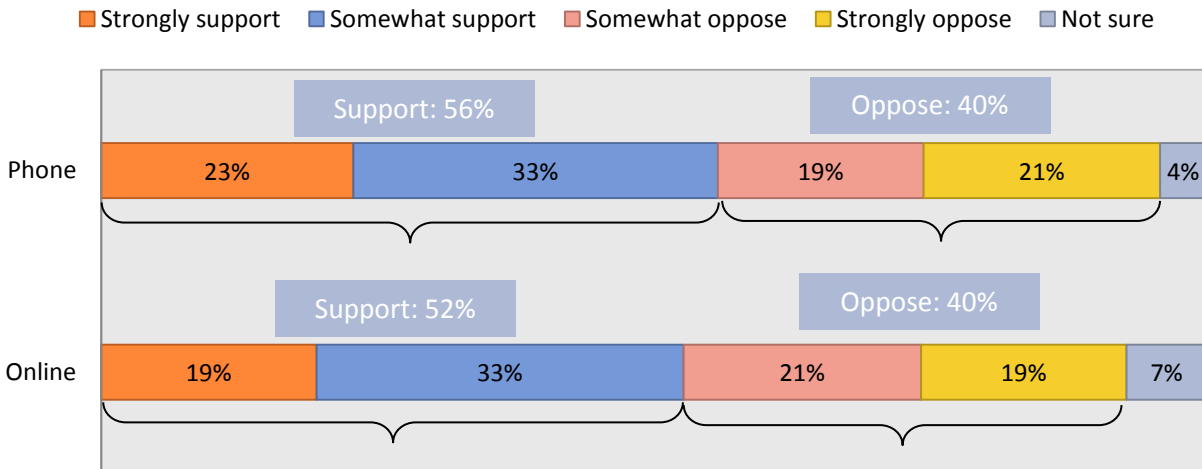
Visitation to the City of Saskatoon website remains consistent since 2012.



## HOT TOPIC 2014

### Support for Snow Removal on All Streets

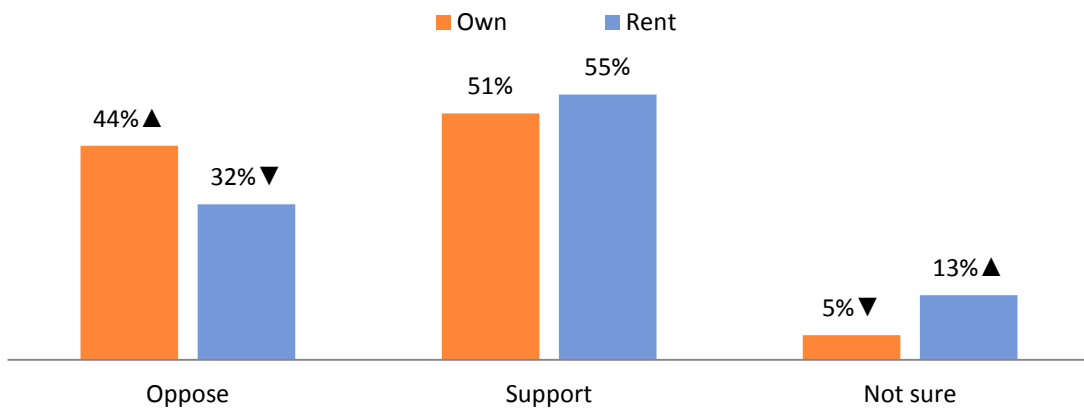
The hot topic for 2014 focused on asking citizens about their willingness to pay an additional \$8.00 per month to have snow removed from their streets after it has been ploughed to the side during the winter months. The findings illustrate that citizen opinions are divided. Just over one half supports paying for this service while four in ten oppose it.



12. Would you support or oppose paying more to have the snow removed from your street after it has been ploughed to the side. The cost would be approximately \$8.00 per month for the average home. Base: All respondents, phone: n=500, online: n=801.

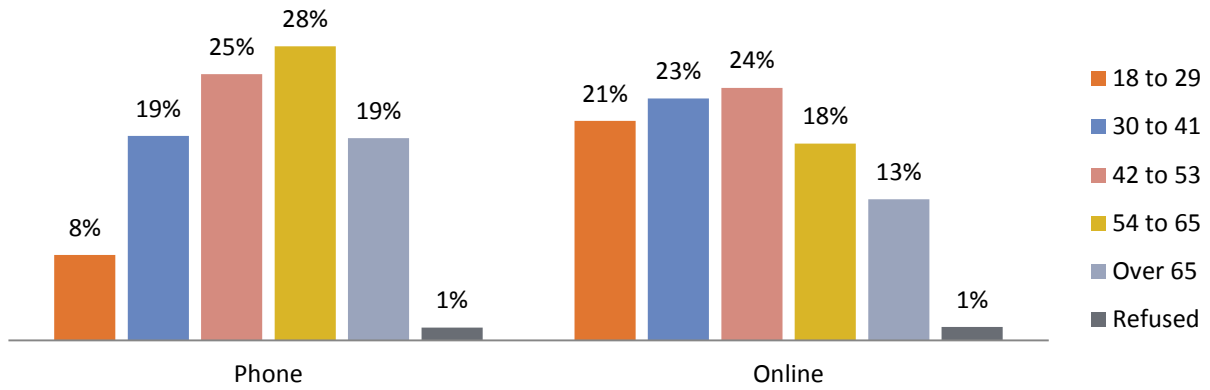
### Support for Snow Removal on All Streets by Home Ownership (online respondents only)

Those who own their home are more likely to oppose the snow removal option for an additional fee compared to those who rent their home.



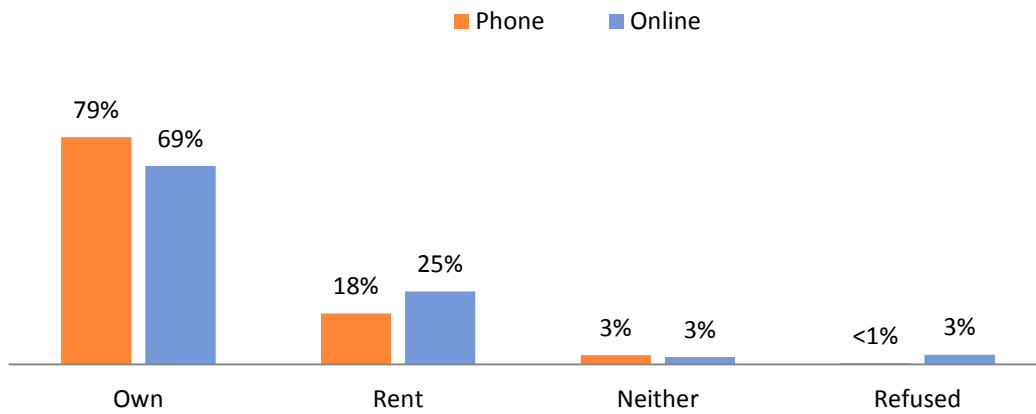
## DEMOGRAPHICS

### Age Range



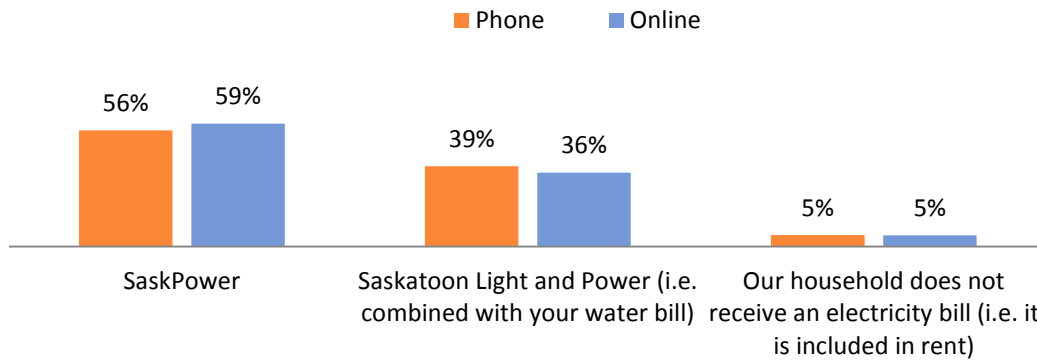
13. In which year were you born? Base: All respondents, phone: n=500, online: n=801.

### Type of Household



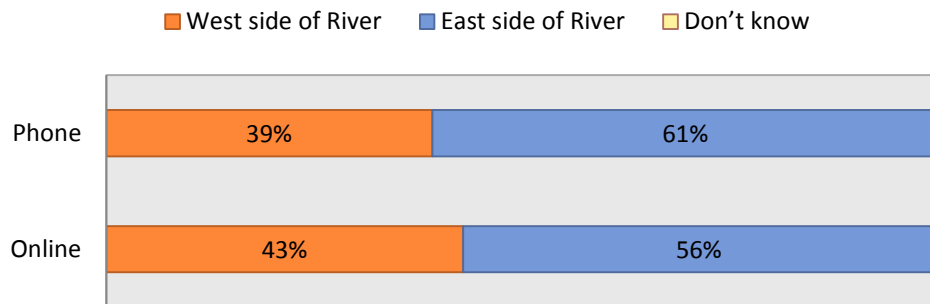
14. Do you rent or own your accommodations? Base: All respondents, phone: n=500, online: n=801.

## Electricity Provider



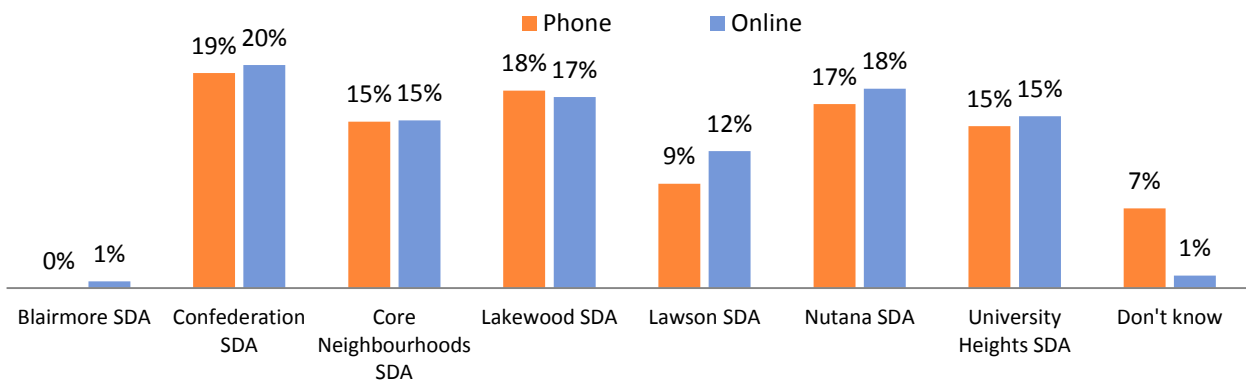
16. Who is your household's electricity provider – that is, who do you receive a bill for electricity services from? Base: All respondents, phone: n=500, online: n=801.

## Location of Residence



15. Do you live on the east side or the west side of the river? Base: All respondents, phone: n=500, online: n=801.

## Suburban District Area (SDA)



15a. Into which of the following neighbourhoods in Saskatoon do you live? Base: All respondents, phone: n=500, online: n=801.

## **Suburban District Areas**

### Blairmore SDA

Blairmore Development Area  
Blairmore S.C.  
Kensington

### Confederation SDA

Parkridge  
Fairhaven  
Confederation Park  
Pacific Heights  
Dundonald  
Hampton Village  
Massey Place  
Montgomery Place  
Westview  
Mount Royal  
Holiday Park  
Meadowgreen  
Confed S.C.  
Hudson Bay Park  
West Industrial

### Core Neighbourhoods SDA

Nutana  
Caswell Hill  
City Park  
Varsity View  
Westmount  
Central Business District  
Pleasant Hill  
King George  
Riversdale

### Lakewood SDA

Wildwood

Lakeview  
Briarwood  
College Park  
Lakeridge  
College Park East  
Lakewood S.C.  
Rosewood  
S.E. Development Area 901

### Holmwood SDA

U of S Lands - East Management Area 718  
Holmwood Development Area 904

### Lawson SDA

Lawson Heights S.C.  
Silverwood Heights  
Lawson Heights  
Mayfair  
River Heights  
North Park  
Kelsey Woodlawn  
Richmond Heights

### Nutana SDA

The Willows  
Nutana S.C.  
Buena Vista  
Eastview  
Nutana Park  
Stonebridge  
Holliston  
Avalon  
Haultain  
Queen Elizabeth  
Greystone Heights

Adelaide Churchill

Exhibition

Brevoort Park

Grosvenor Park

University Heights SDA

Forest Grove

Silverspring

Sutherland

Erindale

Arbor Creek

Willowgrove

University Heights S.C.

University of Saskatchewan Management Area

University Heights Development Area

Evergreen

U of S Lands – South Management Area



## EXECUTIVE COMMITTEE

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### **Naming Rights Agreement – Saskatchewan Place Association Inc. and Saskatchewan Telecommunications**

#### **Recommendation of the Committee**

1. That the Naming Rights Agreement between Saskatchewan Place Association Inc. and Saskatchewan Telecommunications be approved; and
2. That the Mayor and the City Clerk be authorized to execute the Agreement under the Corporate Seal.

#### **History**

Executive Committee, at its meeting held on August 20, 2014, considered a Naming Rights Agreement between Saskatchewan Place Association Inc. and Saskatchewan Telecommunications.

#### **Attachment**

Naming Rights Agreement between Saskatchewan Place Association Inc. and Saskatchewan Telecommunications. [File No. CK. 611-3]

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## Naming and Promotional Benefits Agreement

This Agreement made and entered into as of the \_\_\_\_ day of \_\_\_\_\_, 2014.

Between:

**The City of Saskatoon**, a municipal corporation established pursuant to the provisions of *The Cities Act*, (the "City")

- and -

**Saskatchewan Place Association Inc.**, a non-profit charitable corporation incorporated pursuant to the provisions of *The Non-Profit Corporations Act, 1995* ("Saskatchewan Place")

- and -

**Saskatchewan Telecommunications**, a Crown corporation, pursuant to the provisions of *The Saskatchewan Telecommunications Act* ("SaskTel")

**Whereas:**

- A. The City owns a multi-purpose sports and entertainment arena known as "SaskPlace" (as hereinafter defined) for the purposes, among others, of promoting, exhibiting and presenting Events (as hereinafter defined);
- B. SaskTel desires to obtain the right to name SaskPlace and to obtain other promotional benefits in connection with SaskPlace from Saskatchewan Place, as herein specifically provided;
- C. Saskatchewan Place has sought and obtained the consent of the City to change the name of SaskPlace;
- D. The City has agreed to provide SaskTel with naming and promotional benefits in relation to the SaskPlace and Saskatchewan Place shall be responsible for the day-to-day administration of this Agreement.



Now Therefore the parties hereby agree as follows:

### Definitions

1. As used in this Agreement, the following words and terms shall have the following meanings:
  - (a) "Box Office" means the box office used for all ticketed Events;
  - (b) "Commercial Event" means any event, for which admission is charged that features athletes, participants or performances which are normally booked in facilities comparable to SaskPlace, including, without limitation, concerts, shows, plays, festivals, trade shows and athletic competitions, but does not include SaskTel press conferences, employee events or product launches;
  - (c) "Contract Term" means the full length and duration of this Agreement, which shall commence on and as of the 1<sup>st</sup> day of October, 2014 and expire on the 30<sup>th</sup> day of September, 2024, unless extended or sooner terminated as provided herein;
  - (d) "Contract Year" means each of:
    - (i) the period of time commencing on the date hereof and ending on the last day of the 12<sup>th</sup> full calendar month thereafter; and,
    - (ii) each succeeding 12 calendar month period of time thereafter until the end of the Contract Term;
  - (e) "Event" or "Events" means any event including, without limitation, concerts, plays, festivals, shows, presentations and performances, trade shows and athletic competitions that are developed, exhibited, shown or otherwise presented by or for Saskatchewan Place at SaskPlace;
  - (f) "Logo" means the distinctive logotype and symbol that is developed and used for the SaskTel Centre as provided herein and, when completed will resemble the draft attached to this Agreement as Schedule "A" and incorporated into this Agreement by reference thereto;
  - (g) "Parties" means the parties to this Agreement: the City and/or Saskatchewan Place and SaskTel;

- (h) "SaskPlace" (or "the facility") means all of the various areas and components comprising the multi-purpose sports and entertainment arena located at #101-3515 Thatcher Avenue, Saskatoon, Saskatchewan (including, without limitation, the arena structure, related offices, retail marketing spaces, kiosk spaces, and parking, and all equipment and other property located in and used in connection with the operation of the facility);
- (i) "SaskTel Centre" has the meaning attributed to 'SaskPlace' ;
- (j) "Signage" means any pictorial or electronic device affixed to a building, structure or land and which identifies or advertises the SaskPlace in such a way as to be visible to the public; and
- (k) "Telecommunication Provider" means an organization that provides telecommunications services competitively or similar to SaskTel, such as wireless and wireline, internet, and home, business and mobile phone communications services and equipment; and also including broadcast distribution services, interactive video services, security monitoring services, and information, communications and technologies (ICT) services.

### **Naming Exclusivity**

2. During the Contract Term, SaskTel shall have exclusive naming rights with respect to SaskPlace, and the full and complete name shall be the "SaskTel Centre".

### **Use of Centre Name and Logo**

3. All references to the SaskTel Centre which are made or generated by Saskatchewan Place or SaskTel, or persons or entities engaged in the management or operation of the SaskTel Centre shall refer to the SaskTel Centre by the full and complete name and Logo, unless it is not reasonably possible to do so. By way of example and not in limitation of this provision, the SaskTel Centre shall be identified and referred to by the full and complete name, together with the Logo, if practicable, in: (1) brochures, admission tickets and other printed materials pertaining to the SaskTel Centre made by or on behalf of Saskatchewan Place, its agents and subcontractors, and (2) all advertising and promotional materials pertaining to the SaskTel Centre and Events made by or on behalf of Saskatchewan Place, its agents and subcontractors.

### **Annual Review**

4. Saskatchewan Place shall provide SaskTel with an opportunity for an annual review or consultation with respect to the use of name and logo and marketing vehicles.

### **Centre Name Crediting**

5. (1) The following is a list of the marketing vehicles used by Saskatchewan Place as at the date hereof and in which Saskatchewan Place shall cause the SaskTel Centre name, and include whenever possible, the Logo, to be credited, subject to the provisions of this section:
  - (a) any Event listings in local, regional, national and international newspapers;
  - (b) any Event listings in radio and television listing guides; or
  - (c) letterhead, business cards, brochures, rack cards, posters, website, social media formats, Event brochures, newsletters, tickets, or any similar advertising medium,
- (2) Subject to any annual review, Saskatchewan Place may also at its sole discretion, decide to use additional marketing vehicles or to modify or terminate the use of any of the marketing vehicles listed in this section, provided:
  - (a) Saskatchewan Place credits the SaskTel Centre name in all marketing vehicles it uses; and
  - (b) the size and type of crediting given to the SaskTel Centre name in all such marketing vehicles shall be proportionately consistent to the crediting given in the marketing vehicles listed in this section.

### **Limit to Exclusivity**

6. (1) SaskTel understands and agrees that Saskatchewan Place may from time to time hold national or international Commercial Events at the SaskTel Centre which require some or all of sponsor and building signage to be covered due to conflicts with event sponsors or as part of bid acceptance requirements. SaskTel agrees that Saskatchewan Place is permitted under this Agreement to hold such Commercial Events which require the removal or covering of SaskTel Centre Logos and signage, or those of SaskTel or its associate entities as described in subsections 16(1) and (2),

for such Commercial Events twice in a two year period, and subsequent to that with the written consent of SaskTel, which shall not be unreasonably withheld.

- (2) This Agreement is also subject to Saskatchewan Place's grant to the Saskatoon Blades Hockey Club to sell and arrange all rink board and in-ice advertising (except for centre ice) to be displayed during Saskatoon Blade Hockey Club games.
- (3) In the event that a professional hockey or basketball team commences operations in SaskPlace on a permanent basis, Saskatchewan Place reserves the right to renegotiate the economic terms of this Agreement. If the parties, acting reasonably, cannot achieve a mutually satisfactory agreement within two months, then Saskatchewan Place may terminate this Agreement on not less than 60 days prior written notice to the SaskTel.
- (4) In the event that SaskPlace no longer has a Western Hockey League team as a tenant on a permanent basis, SaskTel reserves the right to renegotiate the economic terms of this Agreement. If the parties, acting reasonably, cannot achieve a mutually satisfactory agreement within two months, then SaskTel may terminate this Agreement on not less than 60 days prior written notice to Saskatchewan Place.

#### **Other Telecommunications Marketing or Advertising**

7. In addition to the circumstances in subsection 6(1) and (2), in the event another Telecommunication Provider seeks to market or advertise in the SaskTel Centre, Saskatchewan Place shall provide notice of this request to SaskTel, and Saskatchewan Place shall not agree to any such marketing or advertising without receiving prior written approval from SaskTel.

#### **Promotion by SaskTel**

8. Further, SaskTel may promote Events through posters and other medium, on websites or social media formats of SaskTel and through other advertising in consultation with Saskatchewan Place management.

#### **Design of Logo**

9. The Logo shall be distinctive comprising the words "SaskTel Centre", a draft of which is appended to this Agreement as Schedule "A".

### **Signage**

10. (1) Once installed, Saskatchewan Place shall be responsible for the on-going maintenance and repair of signage,
- (2) For clarification, SaskTel will be responsible for signage maintenance, repair or changes to all SaskTel branded signs due to general wear and tear, or to refresh or replace the signs, but Saskatchewan Place will be responsible for changing light bulbs or repairing damage to such signs.

### **Changes to Signage**

11. In the event and to the extent that either Party desires to change or modify the location or appearance of any Signage, other than for the reasons set out in section 25 hereof, such Party shall provide the other with written notice of its requested change(s). Upon mutual agreement of the Parties, Saskatchewan Place shall thereafter incorporate such changes or modifications to the extent it is practicable to do so; provided, however, the Party requesting the change shall be responsible for all expenses incurred in connection with the modification, replacement, relocation or reproduction of any Signage.

### **Change of Business Name of SaskTel**

12. Subject to the provisions contained in sections 25 and 28 hereof, in the event that SaskTel changes its business name during the Contract Term, SaskTel shall have the right to rename the SaskTel Centre, provided that any such change to the name shall require the prior written approval of Saskatchewan Place and the City and provided that any and all costs associated with any change including, without limitation, costs associated with the creation and installation of a new logo, signage, website and social media site changes, uniform replacement, and \$50,000.00 to develop and implement a public education campaign as required to give proper notification of such name change shall be borne exclusively by SaskTel.

### **Signage Not To Be Covered**

13. Saskatchewan Place agrees, subject to subsection 6(1), to the extent permitted by law or contract, not to cover, obscure or remove or to cause to be covered, obscured or removed any Signage installed pursuant to the terms of this

Agreement without the express written consent of SaskTel, which consent may not be unreasonably withheld.

### **Ownership of Logo, Centre Name and Signage**

14. (1) SaskTel hereby represents and warrants that the name "SaskTel" is a name that SaskTel is entitled to use.
- (2) SaskTel hereby licences to Saskatchewan Place exclusive right to use the name "SaskTel Centre" throughout the Contract Term, or until the termination of this Agreement, whichever is the earlier, for the purposes of using the Logo, the SaskTel Centre name, and all Signage in and in connection with all advertising, promotion and exploitation of the SaskTel Centre as contemplated in this Agreement. For greater certainty, this license permits Saskatchewan Place to register the name 'SaskTel Centre' as a business name in Saskatchewan, but which business name registration would automatically be canceled upon termination of this Agreement.
- (3) The Parties hereby agree that Saskatchewan Place shall to the extent permitted by law own all rights, title and interest, including, without limitation, all copyright, trademark rights, trade name rights and all other intellectual property rights, in and to:
  - (a) the SaskTel Centre name and logo;
  - (b) all Signage; and
  - (c) all SaskTel Centre web sites, social media "handles"
  - (d) any and all designs, drafts and/or other materials prepared in connection with the foregoing.
- (4) Saskatchewan Place hereby licenses to SaskTel, for the Contract Term, the right to use the SaskTel Centre name in connection with the advertising and/or promotion of its involvement with the SaskTel Centre. For greater certainty, the licence granted SaskTel by Saskatchewan Place in this section shall expire with the termination of this Agreement.
- (5) Saskatchewan Place hereby agrees that, two (2) years after the termination of this Agreement, all right, title and interest including, without limitation, all copyright, tradename rights, trademark rights, and all other intellectual property rights in and to the SaskTel Centre name, but not the logo, are transferred to SaskTel.

- (6) SaskTel hereby agrees that it shall not use the Logo or SaskTel Centre name in any manner that would reasonably be construed to be derogatory or deleterious to Saskatchewan Place and further agrees that it shall not make any statement or commit any action that is inconsistent with the corporate mission and/or mandate of Saskatchewan Place as such corporate mission and mandate are known privately by SaskTel or known generally by the public.
- (7) Saskatchewan Place hereby agrees that it shall not use the Logo or SaskTel Centre name in any manner that would reasonably be construed to be derogatory or deleterious to SaskTel and further agrees that it shall not make any statement or commit any action that is inconsistent with the corporate mission and/or mandate of SaskTel as such corporate mission and mandate are known privately by Saskatchewan Place or known generally by the public.

### **SaskTel's Obligations**

15. SaskTel agrees to provide Saskatchewan Place with the following:
  - (1) SaskTel will install Wi-Fi in the venue to the extent it is warranted by the business case. The Wi-Fi network will be available free of charge to all SaskTel customers and others on a fee for service basis, when available. SaskTel reserves the right to install the Wi-Fi network in a staged approach based on and as required to meet business case needs within the venue. The first stage could potentially include the luxury suites and select Wi-Fi hotspots on the concourse.
  - (2) SaskTel will install two cell phone charging stations in locations within the venue to be mutually agreed upon and provide regularly scheduled maintenance and repair of the charging stations. SaskTel will also investigate desktop chargers for each of the luxury suites.
  - (3) SaskTel will install maxTV within the venue and provide specialized pricing based on the requirement of 87 televisions as follows:

Total - Basic maxTV plus HD, \$1,500 per month for 87 set top boxes. Additional services may be added by SaskPlace at pro rata charges for the same payable by SaskPlace.

The above price is for the first year only and could change based on SaskTel's pricing structure (up to 4% per year increase excluding technology changes) and technology changes. This price is based on a DSL deployment, but SaskTel is currently extending fibre services within Saskatoon. Upon deployment of fibre to the venue, SaskTel would review

the pricing of its maxTV™ service. SaskTel will confirm pricing for the maxTV™ service annually (up to 4% per year increase excluding technology changes) or revise upon any technology change.

- (4) SaskTel will work with Saskatchewan Place to determine the best solution for installation of a custom channel for its in-house feed.
- (5) SaskTel will provide Saskatchewan Place with the opportunity for cross-promotional opportunities, as agreed upon by both parties, including but not limited to:
  - (a) promotion of SaskTel Centre Wi-Fi service in all future SaskTel Wi-Fi expansion communications;
  - (b) promotion of major SaskTel Centre events on sasktel.com, SaskTel social media channels, SaskTel Street Team giveaways and on SaskTel store signage, with promoter approval;
  - (c) SaskTel would consider producing a segment on any events held at SaskTel Centre that meets its maxTV Local on Demand content criteria; and
  - (d) SaskTel will annually review the needs and pricing for the SecurTek security system currently installed in the venue.
- (6) SaskTel will develop a mutually agreed upon facility logo and a graphic design incorporating the logo to be used as the primary logo associated with the venue, such design to be mutually agreed upon by both parties. The cost of developing the logo, the exterior backlit signage and the interior signage as outlined in subsection 16(6) shall be split 50/50, up to a maximum of \$100,000.00 payable by SaskTel.

### **Saskatchewan Place's Obligations**

16. Saskatchewan Place agrees to provide SaskTel with the following mutually agreed to support:
  - (1) SaskTel shall be the preferred supplier of its full complement of products and services, including DirectWest Corporation ("DirectWest"), SaskTel maxTV, SaskTel wireless and wireline products and services and internet, and, at the option of SaskTel, SecurTek Monitoring Solutions Inc. ("SecurTek") products and services.
  - (2) In addition, SaskTel (and DirectWest and/or SecurTek, where applicable) shall be the exclusive sponsor(s) in the category of telecommunication



services, including wireless and wireline, internet, home, ICT, business and mobile phone communication services and equipment, broadcast distribution services (cable television distribution) through SaskTel maxTV, and interactive video services (SaskTel maxTV, on Demand), directory publications (DirectWest) and security monitoring services (SecurTek), provided that if SaskTel disposes of any or all of its operations, companies or divisions referred to in subsections (1) and (2), or discontinues the same, Saskatchewan Place can secure a new supplier and sponsor.

- (3) Saskatchewan Place agrees to consult with SaskTel regarding the design, colour, size, placement and use application of the SaskTel logo (i.e. signage, advertising, promotions, public relations, merchandising). There shall be a timely period for approval of any design or application required from both Parties.
- (4) Saskatchewan Place agrees to grant SaskTel the right to use the approved SaskTel Centre logo in any of SaskTel's own advertising, promotional or marketing initiatives.
- (5) Saskatchewan Place agrees to provide SaskTel with recognition on Saskatchewan Place's website of SaskTel's sponsorship of SaskPlace, such recognition to be in a manner as agreed upon by SaskTel and Saskatchewan Place. Such recognition shall include a link from Saskatchewan Place's website to SaskTel's website.
- (6) The SaskTel Centre logo will be updated on all exterior and interior signage associated with the facility. Saskatchewan Place will agree to work with City of Saskatoon to update any existing public roadway signs referencing the venue. This includes but is not limited to the following:
  - (a) backlit name and logo recognition on both the Western and Eastern exterior faces of the facility;
  - (b) SaskTel Centre name recognition at centre ice for ice hockey games;
  - (c) SaskTel Centre logo and name recognition on highway 16 marquee;
  - (d) exterior gate signage with SaskTel Centre name and logo recognition (both Bill Hunter Avenue and Thatcher Avenue entrances);
  - (e) website and social media to showcase SaskTel Centre name and logo. A new domain name will be registered for the official

promotional website, Facebook page, Twitter account and other social media outlets for the promotion of SaskTel Centre;

- (f) SaskTel Centre logo to be featured in all mass electronic mailings to facility databases and included in all social media campaigns; and
  - (g) SaskPlace will maintain all digital media during the term of this Agreement with reasonable approval of substantial changes by SaskTel. Saskatchewan Place will also update the venue name on all major search related and mapping sites (e.g. Google, Yahoo, Bing) and Internet city guides.
- (7) SaskTel currently has the following signage elements within SaskTel Centre:
- (a) SaskTel branding on LED ring;
  - (b) SaskTel logo on four sides of the centre hung score clock (backlit);
  - (c) SaskTel branding in two maxTV zones along with wall decals and eight televisions per zone with SaskTel programming displayed on these televisions.

SaskTel will be responsible for replacing these elements due to normal wear and tear or if SaskTel desires to refresh the design of one or more of these elements. If damage occurs beyond normal wear and tear, SaskPlace will be responsible for the cost of replacement.

As a component of this Agreement, SaskTel will receive branding on four sets of stairs in the arena bowl. Saskatchewan Place will pay for the initial installation of this signage. SaskTel will be responsible for replacement costs due to normal wear and tear or if SaskTel desires to refresh the design. Saskatchewan Place will be responsible for replacement for any damage beyond normal wear and tear.

Should any of SaskTel's associate entities referred to in 16(1) or (2), or their dealers, wish to advertise in SaskTel Centre beyond what is prescribed in this Agreement, separate contracts must be negotiated and entered into with Saskatchewan Place;

- (8) Saskatchewan Place will provide luxury suite as follows:
- (a) 22 Seats;

- (b) includes tickets to all Saskatoon Blades games and ticketed events (one performance of a multi-performance event), excluding national or international events (option to purchase for national and international events is available);
  - (c) VIP Parking - 22 Passes for all events or performances covered by (b); and
  - (d) all other suite benefits as per Saskatchewan Place's terms and conditions of suite usage attached as Schedule "B".
- (9) Saskatchewan Place will provide ticketing as follows:
- (a) four Tickets in general seating to every event (one performance of multi-performance event), at SaskTel Centre excluding national and international events;
  - (b) four VIP parking passes for performances covered in (a);
  - (c) opportunity to purchase 24 pre-buys for each event; and
  - (d) pre-purchase opportunity for SaskTel staff for up to 200 tickets per show. This could be adjusted higher from time to time with promoter permission.
- (10) Saskatchewan Place will provide facility usage as follows:
- (a) exclusive use of those portions of the facility normally available for rent by or use of the public for up to two days per year with no rental fee (any hard costs would be billed at prevailing rates);
  - (b) catering at facility for 100 guests up to five times during the 10 years of this Agreement up to \$25.00 value per person; and
  - (c) access to special events including meet and greets, sound check parties and backstage passes when made available by the promoter, at SaskTel's cost; and
  - (d) the rights in clauses (a) and (b) do not carry over to subsequent years if not used.
- (11) SaskTel Centre will be featured on all clothing, apparel and accessories worn by venue staff during venue events.
- (12) Saskatchewan Place will feature SaskTel Centre logo and/or name in all event advertising (TV, radio, print, digital and tickets).

- (13) SaskTel would be granted naming rights of the new mezzanine lounge with the lounge being titled as "SaskTel maxTV Club" in all promotional materials, signage and VIP tickets. SaskTel would have the opportunity for first right of refusal for VIP customer hosting in the mezzanine lounge for all events (one performance of a multi-performance event), excluding national events. The rental fee will be waived on five concerts per year and on five Saskatoon Blades games per year provided that:
  - (a) SaskTel must choose which Saskatoon Blades games prior to September 15<sup>th</sup> of each year; and
  - (b) SaskTel must choose which concerts dates within 72 hours after it receives notice of the concert from SaskPlace.
- (14) For any event that uses an alternate facility, where applicable, Saskatchewan Place will provide SaskTel with the opportunity to sponsor such events for an additional fee. In addition, hosting can be made available for such events, where agreed upon by the promoter, provided SaskTel purchases the appropriate tickets.
- (15) Activation Opportunities - SaskTel Street Team will be allowed access to promote SaskTel products and do giveaways with customers with approval from Saskatchewan Place and the event promoter.
- (16) SaskTel will be recognized as a sponsor of Taste of Saskatchewan and will be afforded activation opportunities including access for SaskTel's Street Team, signage and ticket purchasing privileges, and sponsorship as more specifically outlined below:
  - (a) SaskTel shall be one of only six exclusive sponsors of A Taste of Saskatchewan;
  - (b) SaskTel shall receive corporate logo identification in an extensive audio and visual multi-media campaign promoting A Taste Of Saskatchewan which includes extensive television, radio and print campaigns. Saskatchewan Place advertising cash buy will be at least \$20,000.00;
  - (c) SaskTel shall receive prominent display of SaskTel's corporate logo on all event collateral materials including: Official A Taste of Saskatchewan posters and event brochure(s). In addition SaskTel's logo shall be displayed on the A Taste of Saskatchewan website [www.tasteofsaskatchewan.ca](http://www.tasteofsaskatchewan.ca) with a direct link to SaskTel's website;

- (d) SaskTel shall receive on-site sponsor display signage opportunities throughout the festival site (Kiwanis Park) promoting SaskTel's products & services (signage to be provided by sponsor and size and location of signage to be confirmed with the venue);
  - (e) SaskTel shall receive display space (10' x 10') booth strategically positioned inside Kiwanis Park to promote SaskTel's products & services;
  - (f) SaskTel shall receive prominent additional advertising on the venue's giant LED Video Screens at the venue when Saskatchewan Place promotes Taste of Saskatchewan;
  - (g) SaskTel shall receive 100 free food tickets and 40 free liquor tickets. Additional tickets may be purchased in advance of the event upon request; and
  - (h) SaskTel shall receive ongoing company name recognition on the main stage throughout the entire event by the performance announcer.
- (17) Saskatchewan Place will purchase maxTV, as outlined in subsection 15(3). This service would be available to all televisions within the facility. SaskTel will work with Saskatchewan Place to investigate how the in-house event feed could be viewed on all televisions.
- (18) The official name of the venue will be the "SaskTel Centre".
- (19) SaskTel Centre logo will be incorporated and used in all printed business, marketing, promotional and press material for SaskPlace, including without limitation, letterhead, game and event tickets, ticket wallets (SaskTel logo only), directors, employee and staff credentials, building and security passes, and other forms of identification.

### Consideration

17. (1) SaskTel agrees to provide to Saskatchewan Place financial support and payment for the period October 1, 2014, to September 30, 2024, in the amount of \$350,000.00 per year to be paid on October 1 of each year plus GST to be added to the annual payment, the first payment being due October 1, 2014. Interest on sums paid late shall be charged at the rate of 2% per month (26.82% per annum).
- (2) In order to receive payment, Saskatchewan Place will be required to provide SaskTel with its GST Registration Number R120725098.

### **Billings**

18. All payments referred to in this Agreement shall be payable in the currency of Canadian dollars. All references to monies and dollar amounts in this Agreement shall be deemed to refer to Canadian dollars, unless otherwise expressly stated otherwise.

### **SaskTel Indemnity**

19. SaskTel hereby assumes full and complete responsibility and liability for all matters pertaining to the ownership of, the right and privilege to use and utilize, the name "SaskTel". SaskTel hereby assumes full and complete responsibility and liability for the performance of all duties and obligations which this Agreement provides shall be performed by, under or through SaskTel. SaskTel agrees to defend, indemnify and hold harmless Saskatchewan Place, together with its respective officers, directors, partners, members, principals, agents, employees and other representatives, from and against any and all losses, liabilities, costs, expenses, damages, claims, demands, actions, suits, judgments and other obligations including, without limitation, outside solicitor's fees and court costs, arising from or as a result of (a) the breach of any provision of this Agreement by SaskTel, (b) injury to or death of persons (whether they be third parties, contractors or employees of either of the Parties) or any loss of or damage to property in any manner occurring as a direct or proximate result of any act, action or omission of SaskTel, (c) the use or display of the SaskTel Centre Name, the Logo or the other trademarks or service marks of SaskTel, except to the extent caused by any act, action or omission of Saskatchewan Place or its respective officers, partners, members, principals, agents, employees or other representatives, or (d) SaskTel's use of the SaskTel Centre or any SaskTel Centre facilities pursuant to this Agreement or otherwise.

### **Saskatchewan Place Indemnity**

20. Saskatchewan Place hereby assumes full and complete responsibility and liability for all matters pertaining to the ownership of, the right and privilege to use and utilize the facility. Saskatchewan Place hereby assumes full and complete responsibility and liability for performance of all duties and obligations which this Agreement provides shall be performed by, under or through Saskatchewan Place. Saskatchewan Place agrees to defend, indemnify and hold harmless SaskTel, together with SaskTel's members, officers, directors, principals, agents, employees and other representatives, from and against any and all losses, liabilities, costs, expenses, damages, claims, demands, actions, suits, judgments and other obligations including, without limitation, outside solicitor's fees and court costs, arising from or as a result of (a) the breach of any provision of this

Agreement by Saskatchewan Place, (b) injury to or death of persons (whether they be third parties, contractors or employees of either of the Parties) or any loss of or damage to property in any manner occurring as a direct or proximate result of any act, action or omission of Saskatchewan Place or its officers, partners, members, principals, agents, employees or other representatives, or (c) Saskatchewan Place's use of the SaskTel Centre or any SaskTel Centre facilities pursuant to this Agreement or otherwise.

### **Definitions**

21. For the purposes of this section, 'reasonably adequate' means the Parties shall maintain coverage generally similar to the insurance coverage obtained by Saskatchewan Place during the Contract Term.

### **SaskTel Insurance**

22. During the Contract Term, SaskTel agrees to maintain comprehensive general liability insurance coverage reasonably adequate to protect the respective interests of the Parties, such insurance coverage to include, without limitation, an endorsement naming Saskatchewan Place as an additional insured and a liability endorsement covering injury to or death of persons (whether they be third parties, contractors or employees of either of the Parties) or any loss of or damage to property in any manner occurring as a direct or proximate result of any act, action or omission of, or attributable to, SaskTel. Upon the request of Saskatchewan Place, Saskatchewan Place shall be furnished with a certificate or certificates evidencing such insurance coverage, each of which certificates shall further contain a provision that the policy or policies evidenced thereby shall not be cancelled or modified without reasonable advance written notice to Saskatchewan Place.

### **Saskatchewan Place Insurance**

23. During the Contract Term, Saskatchewan Place agrees to maintain or cause to be maintained comprehensive general liability insurance coverage reasonably adequate to protect the respective interests of the Parties, such insurance coverage to include, without limitation, (i) an endorsement naming SaskTel as an additional insured, and (ii) a liability endorsement covering injury to or death of persons (whether they be third parties, contractors or employees of either of the Parties) or any loss of or damage to property in any manner occurring at or related to the SaskTel Centre. Upon request of SaskTel, Saskatchewan Place shall be furnished with a certificate or certificates evidencing such insurance coverage, each of which certificates shall further contain a provision that the policy or policies evidenced

thereby shall not be cancelled or modified without reasonable advance written notice to SaskTel.

### **Definition of Force Majeure**

24. (1) The term "force majeure" as used in this Agreement shall include, but not be limited to acts of God, strikes, work stoppages, labour or employment disputes, weather delays, casualty events, governmental orders, directions, restrictions or regulations, unforeseen commercial delays, orders, directions or judgements of any court or other duly constituted body with the authority to issue the subject order, direction or judgement, or other events or occurrences which are beyond a Party's reasonable control. However, in no event shall any act or omission by or on the part of either Party or any inability on the part of either Party to pay money be, constitute or be deemed or considered an event beyond the reasonable control of such Party.
- (2) Any dispute between the Parties as to whether an event or occurrence was or was not beyond the reasonable control of one of the Parties shall be resolved and determined by arbitration as hereinafter provided.
- (3) A Party which is rendered unable to perform, in whole or in part, any obligation set forth in this Agreement by reason of an event of force majeure, shall not be liable for failing to perform such obligation to the extent that the performance of such obligation is affected by the event of force majeure, provided that such Party fulfils the obligations found at subsection 24(4).
- (4) If an event of force majeure prevents a Party from performing, in whole or in part, any obligation set forth in this Agreement, such Party shall:
- (a) notify the other Party in writing of such event and its effects on its ability to perform in a timely manner under the circumstances, and specify in this notice the effective date for the event of force majeure;
  - (b) not suspend performance of greater scope or for longer duration than arises as a result of the force majeure;
  - (c) use all reasonable efforts to remedy its inability to perform and to resume full performance hereunder as soon as practicable (provided that such Party shall not be required by this section to settle any strikes, work stoppages, labour and employment disputes on terms which, in the sole judgement of the Party involved in the dispute, are contrary to its interests) and keep such other Party apprised of such efforts on a monthly basis; and



- (d) provide written notice of the termination of the event of force majeure and specify in this notice the effective date of the resumption of performance hereunder.
- (5) Pending resumption of performance by the Party invoking force majeure and subject to subsection 24(4), the other Party may suspend the performance of its obligations under this Agreement, and upon such a suspension the Contract Term will be extended by a period of time equal to the length of the force majeure, provided that SaskTel shall not be relieved of its obligations to pay its annual fee pursuant to section 17.
- (6) In the event that a force majeure subsists for more than twelve (12) months which renders a Party unable to perform its material obligations under this Agreement, any Party shall be entitled to terminate the Agreement upon thirty (30) days prior written notice. In the event of any such termination, the provisions of section 25 apply except that, notwithstanding any other provision of this Agreement to the contrary, the Termination Date, as referenced in section 25, shall be deemed to be the effective date of the event of force majeure as determined pursuant to the provisions of section 24(4) of this Agreement.
- (7) Notwithstanding anything in this Agreement to the contrary, in the event that all or any material part of the SaskTel Centre is materially damaged or destroyed, the City shall determine whether or not it shall rebuild and repair the SaskTel Centre and give written notice to the other Parties of its decision within six (6) months after such damage or destruction.
- (8) If the City elects not to rebuild or repair the SaskTel Centre, this Agreement shall terminate and each of the Parties shall release the other from any further obligation and section 25 shall apply to any such termination and, notwithstanding any other provision hereof to the contrary, the Termination Date, as referenced in section 25, shall be deemed to be the date of the occurrence of the event of force majeure as resulting in all or part of the SaskTel Centre being materially damaged or destroyed.
- (9) If the City elects to repair and rebuild the SaskTel Centre, the City shall with all reasonable diligence repair and replace the SaskTel Centre and such event shall be treated as a force majeure under this Article, except that (notwithstanding subsection 24(6) hereof) the City shall have an adequate amount of time reasonably necessary to repair and rebuild the SaskTel Centre.

## Termination

25. (1) A Party may terminate this Agreement prior to the end of the Contract Term only pursuant to an express termination right available to such Party under the terms and conditions of this Agreement, such termination shall be effectuated by written notice given by the terminating Party to the other Party. Such termination shall be effective seven (7) days after the effective date of such notice, as determined by section 28, or such later date as is specified in such notice (the "Termination Date").
- (2) For the purposes of this Agreement, a 'material breach' means a significant violation of a term of this Agreement.
- (3) In the event that either of the following events occur:
- (a) Saskatchewan Place is petitioned into or makes an assignment in bankruptcy or a receiver is appointed and such bankruptcy or receivership proceedings are not being protested in good faith and dismissed within a period of 60 days of the petition, assignment or appointment, as the case may be, and provided SaskTel provides Saskatchewan Place with notice of any such proceedings within seven days of the occurrence of any events specified herein;
  - (b) SaskTel shall have the right, exercisable immediately, to terminate this Agreement upon the determination of an event described in subsection 25(3)(a) or material breach of this Agreement by Saskatchewan Place;
  - (c) in addition, SaskTel shall be entitled to pursue its other rights and remedies in law and equity;
  - (d) if SaskTel does not exercise its right to terminate this Agreement as set forth in this section within 120 days of the ability to exercise the right to terminate pursuant to the occurrence of the events described in this section, the Agreement shall continue and no compensation adjustment in accordance with clause 26(c) shall be paid to SaskTel; and
  - (e) subject to clause 25(3)(d), no delay on the part of SaskTel in exercising its right to terminate this Agreement as set forth in this section following the occurrence of any of the events described in this section shall operate as a waiver of any other rights held by SaskTel, nor shall any single or partial exercise of any remedy against Saskatchewan Place by SaskTel restrict other or further exercises of such remedy, all remedies being cumulative and not exclusive.

- (4) In the event that any of the following events occur:
- (a) SaskTel is petitioned into or makes an assignment in bankruptcy or a receiver is appointed and such bankruptcy or receivership proceedings are not being protested in good faith and dismissed within a period of 60 days of the petition, assignment or appointment, as the case may be, and provided Saskatchewan Place provides SaskTel with notice of any such proceedings within seven days of the occurrence of any events specified herein;
  - (b) that SaskTel materially breaches this Agreement,
- Saskatchewan Place shall have the right, exercisable immediately upon the determination of either the event described in clause 25(4)(a) or clause 25(4)(b) respectively, to terminate this Agreement;
- (c) in addition, Saskatchewan Place shall be entitled to pursue its other rights and remedies in law and equity;
  - (d) if Saskatchewan Place does not exercise its right to terminate this Agreement as set forth in this section within 120 days of the ability to exercise the right to terminate pursuant to the occurrence of the events described in this section, the Agreement shall continue and no compensation adjustment in accordance with subsection 26(13) shall be paid to SaskTel.
  - (e) subject to clause 25(4)(d), no delay on the part of Saskatchewan Place in exercising its right to terminate this Agreement as set forth in this section following the occurrence of any of the events described in this section shall operate as a waiver of any other rights held by Saskatchewan Place, nor shall any single or partial exercise of any remedy against SaskTel by Saskatchewan Place restrict other or further exercises of such remedy, all remedies being cumulative and not exclusive.
- (5) Upon termination of this Agreement, the Party in breach shall pay the cost of removing all Signage and other references to SaskTel from the SaskTel Centre or elsewhere.

### **Compensation Adjustment**

26. Upon termination of this Agreement, the following shall determine reimbursement or compensation payable:

- (a) if the Agreement is terminated pursuant to section 6(3) or section 6(4), then SaskTel shall only be responsible for payment up to the date of the termination, and shall be entitled to a rateable refund of any monies paid in advance;
- (b) if the Agreement is terminated because of SaskTel's material breach, then Saskatchewan Place shall be relieved of any obligations under this Agreement, SaskTel shall reimburse SaskPlace for any and all reasonable costs of SaskPlace in obtaining another sponsor and transition to such sponsor (eg., signage charges, web site and social media charges, advertising charges) and shall pay to Saskatchewan Place \$350,000.00; and
- (c) if the Agreement is terminated because of Saskatchewan Place's material breach, then SaskTel shall be relieved of any obligations under this Agreement, as of the date of termination, and SaskTel shall be entitled to a rateable refund of any monies paid in advance, and Saskatchewan Place shall pay SaskTel \$350,000.00.

## Arbitration

27. In the event of termination of this Agreement pursuant to a right of termination, including a case where one of the Parties is terminating for any reason pursuant to section 25, arbitration does not apply to any dispute, controversy or issue whatsoever arising from such termination. If any other dispute or controversy shall occur between the Parties hereto relating to the interpretation or implementation of any of the provisions of this Agreement, such dispute shall be resolved by negotiation between the Parties for a period lasting no longer than thirty (30) days from the date upon which either Party gives written notice to the other Party of the existence of a dispute (the "Negotiation Period"). Should the Parties fail to resolve their dispute by negotiation within the Negotiation Period, such dispute shall be resolved by arbitration. The procedure to be followed shall proceed in accordance with the provisions of *The Arbitrations Act, 1992*. The arbitrator shall have the power to proceed with the arbitration and to deliver his award notwithstanding the default by any Party in respect of any procedural order made by the arbitrator. It is agreed that such arbitration and any judgment rendered pursuant to such arbitration shall be kept confidential by the parties. It is further agreed that such arbitration shall be binding on the Parties. Judgment upon the award rendered pursuant to the arbitration may be entered in any court having jurisdiction.

**Notice**

28. (1) All notices, demands, requests, elections or other communications (collectively, "notices") required or permitted to be given by either party to the other pursuant to the provisions hereof shall be in writing and shall be either personally delivered or transmitted by first-class registered or certified mail, postage prepaid, return receipt requested, or by prepaid overnight private courier service, addressed as follows:

To the City:

The City of Saskatoon  
222 3<sup>rd</sup> Avenue North  
Saskatoon SK S7K 0J5

To Saskatchewan Place:

Saskatchewan Place Association Inc.  
#101-3515 Thatcher Avenue  
Saskatoon, SK S7R 1C4

To SaskTel:

Saskatchewan Telecommunications  
12<sup>th</sup> Floor, 2121 Saskatchewan Drive  
Regina, SK S4P 3Y2  
Attention: Director – Corporate Affairs

with a copy to:

Saskatchewan Telecommunications  
13<sup>th</sup> Floor, 2121 Saskatchewan Drive  
Regina SK S4P 3Y2  
Attention: Vice President Corporate Counsel and  
Regulatory Affairs

- (2) Personally delivered notices shall be effective upon receipt; mailed notices shall be effective on the earlier of four (4) days after first being postmarked in Canada or such earlier date on which they are actually received or on which acceptance of delivery thereof is refused; notices transmitted by courier shall be effective on the date they are actually delivered or on the date acceptance of delivery thereof is refused. The Parties and any other party entitled to receive notices or copies thereof shall be entitled to change the address to which the same shall be delivered or mailed by giving notice of such change of address in the manner provided for the giving of other notices.

### **No Other Terms**

29. Each of the Parties acknowledges and agrees that no representation, warranty, promise, inducement, covenant, agreement or other assurance of any nature whatsoever which is not specifically set forth in this Agreement or in another written document executed by both of the Parties has been made by or to, or has been or hereafter will be relied upon by, either of the Parties or any officer, director, shareholder, partner, principal, agent, representative, attorney or other person acting for or on behalf of either Party.

### **Independent Counsel**

30. Each of the Parties acknowledges that it has been represented by counsel of its own choosing in connection with the negotiation, preparation and drafting of this Agreement.

### **Implementation**

31. The Parties agree to do, take, execute, acknowledge if required and deliver such further and additional acts, actions, documents, instruments or writings not specifically referred to herein as may be necessary, required, proper, desirable or convenient for the purpose of fully effectuating the provisions hereof, including, without limitation, trademark and service mark licences.

### **Survival**

32. Those provisions contained herein which, by their nature or by the specific terms thereof, require either or both of the Parties to perform or refrain from certain acts, actions or activities subsequent to the termination or expiration of this Agreement or the Contract Term shall survive such termination or expiration and shall be fully enforceable thereafter in accordance with the purposes and intentions thereof.

### **No Waiver**

33. No delay or omission on the part of either party to assert or attempt to enforce any right or privilege hereunder shall be deemed to be a waiver of such right or privilege or any other right or privilege for a purpose or to any extent whatsoever.

### **Time of Essence**

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

### **Headings**

35. The captions and headings contained in this Agreement shall not be deemed to limit the provisions hereof to any extent whatsoever. All pronouns utilized herein shall be deemed to apply to all genders and numbers as the context may require to make them properly applicable to the Parties and any and all third parties.

### **Governing Law**

36. Each of the Parties is carrying on business in the Province of Saskatchewan and substantially all of the obligations of the Parties are to be performed in the Province of Saskatchewan and, therefore, this Agreement, shall be construed, interpreted and enforced in accordance with the substantive laws of the Province of Saskatchewan and the federal laws of Canada without giving effect to principles of conflicts of laws.

### **Agreement Binding**

37. This Agreement, and each and every provision contained herein, shall be binding upon, shall inure to the benefit of and shall be enforceable by and against the Parties and their respective successors, successors in interest and permitted assigns.

### **Assignment of Agreement**

38. This Agreement shall not be assigned without the written consent of either Party except in the case of the sale of the entire business or assets of the assigning Party.

### **Capacity**

39. Each of the Parties warrants and represents that it is fully authorized to enter into this Agreement and the transactions contemplated hereby and that the execution and performance of this Agreement and the provisions hereof do not and will not constitute any breach of or default under or with respect to any other agreement, indenture, undertaking or obligation by which such Party or any of its assets are bound.

### **No Coercion**

40. This Agreement has been negotiated at arm's length and no party has executed this Agreement under any physical, economic, psychological or other type of threat, coercion, undue influence, compulsion or duress.

### **Entire Agreement**

41. This Agreement supersedes in all respects all prior and contemporaneous oral negotiations and agreements, and all prior written agreements between the Parties with respect to the subject matter hereof, including, without limitation, the letter or Memorandum of Understanding all of which prior and contemporaneous negotiations and agreements, if any, are merged herein.

### **Amendments**

42. This Agreement shall not be amended, modified, supplemented or altered except by a written instrument executed by the Parties sought to be bound by such amendment, modification, supplement or alteration.

### **Counterparts**

43. This Agreement may be executed in multiple facsimile or original counterparts, each of which shall be deemed, construed and considered to be an original, but all of which shall constitute one and the same instrument.

### **Invalidity of Provisions**

44. Each of the provisions contained in the Agreement is distinct and severable and a declaration of invalidity or unenforceability of any provisions by a court of competent jurisdiction will not affect the validity or enforceability of any other provision.



**Confidential**

45. SaskTel understands that Saskatchewan Place requires permission from City Council for the City of Saskatoon in order to enter the Agreement, and the Agreement will appear on the public agenda of City Council for approval prior to Saskatchewan Place executing same.

In witness whereof the Parties have entered this Agreement as of the day and year first written above.

**The City of Saskatoon**

\_\_\_\_\_  
\_\_\_\_\_

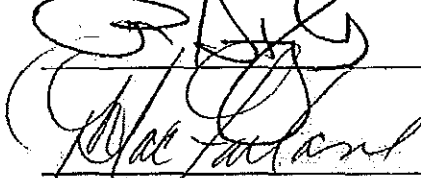
c/s

**Saskatchewan Place Association Inc.**

\_\_\_\_\_  
\_\_\_\_\_

c/s

**Saskatchewan Telecommunications**

  
\_\_\_\_\_

c/s



**Schedule "A"**

**Logo**

**Schedule "B"**

**Private Suite Amenities and Services**

1. **SCHEDULE B: LUXURY SUITE LICENSE, PROVISION OF AMENITIES AND USE OF LUXURY SUITE**

1. **Authorized use**

- 1.1. Relocation. In certain circumstances, from time to time, the stage configuration for Public Events at Sask. Place may preclude reasonable viewing of an event from a Luxury Suite. The Licensee acknowledges the possibility of sightline obstruction and in such a circumstance Sask. Place may require that the Licensee be relocated to alternate seats within Sask. Place. In that event a relocation of the Licensee will be at the sole discretion of Sask. Place and subject to the further terms and conditions in this Agreement.
- 1.2. Authorized Use of Luxury Suite. The Licensee shall only use and occupy the Luxury Suite for the observance of events in Sask. Place and for such other purposes and at such other times as may be permitted by this Agreement or by reasonable rules, regulations and procedures governing the use of the Luxury Suite that Sask. Place may promulgate, from time to time. The Licensee and its invitees shall also be bound by the terms and conditions upon which tickets for access to events at Sask. Place are issued. The Licensee and its invitees shall at all times maintain proper decorum (as determined by Sask. Place) while using the Luxury Suite. Furthermore the Licensee shall comply, and take all reasonable measures necessary to see that Licensee's or invitees comply while in the Luxury Suite with all applicable federal, provincial and local laws, rules and regulations. At Sask. Place's, and its employees' and agents' sole discretion, Sask. Place reserves the right to remove the Licensee's invitees from the Luxury Suite and Sask. Place, in circumstances where those invitees behavior is illegal, improper, threatening to other patrons, or is resulting or might result in damage to the Luxury Suite or other parts of Sask. Place.
- 1.3. Times during which Luxury Suite is Usable. Subject to the provisions of this Agreement, the Luxury Suite use permitted by this Agreement shall be only for the viewing of those presentations in Sask. Place to which tickets of admission are offered for sale to the general public ("**Public Events**") and the Licensee is granted admission without additional charge, for the number of fixed seats contained in the Luxury Suite.

For greater certainty:

- (a) All Western Hockey League ("WHL") pre-season and regular season games shall be included as part of the consideration for the Licensee Fees payable pursuant to this Agreement. For any WHL play-off games, Sask. Place reserves the right to charge additional fees per game for the use of the Luxury Suite, which fees may increase on an incremental basis for each additional play-off round in a particular year.
- (b) Tickets to the Luxury Suite or general seating (as described in the next bullet) shall be distributed in advance of any event, in accordance with the "Suite Policies and Procedures", which will be updated and circulated at the commencement of each License Year.
- (c) If an event is not viewable from the Luxury Suite, Sask. Place will allow the Licensee to pre-purchase an equal number of seats in general seating.
- (d) Certain Public Events may require Sask. Place to impose restrictions on the issue of tickets to suite patrons; in which case the Licensee may be required to purchase tickets for that particular public event. Based on current industry practice, concerts should not be affected by this clause. National and international sporting events are more likely to present the restricting situation.
- (e) Public Events do not include presentations such as graduations, community use events, trade shows, religious meetings, political conventions, or other similar events ("**Private Events**"), with respect to which tickets are sold or otherwise distributed to attendees on a private or

restricted basis. The Luxury Suite shall not be used or open to the Licensee or invitees during Private Events.

- (f) The Licensee may pre-purchase in 'general seating' up to 22 seats, provided permission is granted by the event promoter.
- (g) In circumstances where there are multiple presentations of the same show (ex. Disney Ice Shows or the Circus), Sask. Place may at its sole discretion, or in consultation with the promoter provide tickets for no less than one show, which will most often be the opening night (premier) performance and/or the closing performance.
- (h) In circumstances where a sports tournament is being presented, Sask. Place may at its sole discretion or in consultation with tournament organizers, require a minimum purchase of tickets to tournament games and related ceremonies. Should the licensee choose not to purchase tickets, Sask. Place has the right to access the suite for use by another party.
- (i) Licensee's further access to and use of the Luxury Suite as described in this section shall be subject to the Suite Policies and Procedures as they may be amended by Sask. Place from time to time.

1.4. Access to Luxury Suite. The right of access by Licensee or any other person to the Luxury Suite for any event shall be solely by presentation of an admission ticket for such event or other documentation issued by the Suite Concierge. Access to the Luxury Suite on occasions other than events shall be subject to such conditions as may be set forth in the Suite Policies and Procedures of Sask. Place for Luxury Suites as they may be amended by Sask. Place from time to time.

1.5. Unauthorized Use of Luxury Suite. Granting of this Luxury Suite license is intended for the observation and enjoyment of Public Events by the Licensee and its invitees. While the sale of tickets is strongly discouraged, under no circumstance shall the Licensee be entitled to sell tickets to a Public Event for more than the highest price ticket paid by the public for that event.

1.6. Food & Beverage Use. Neither the Licensee, nor any guest, invitee, contractor nor agent of the Licensee shall bring any food or beverage of any kind into Sask. Place or the Luxury Suite. All food or beverages, without limitation, used or required in the Luxury Suite shall be purchased solely from the exclusive Sask. Place Food and Beverage Concessionaire. The Licensee shall promptly pay all bills for food, beverages and services furnished, sold, or rendered to the Licensee and its invitees in connection with use of the Luxury Suite at the conclusion of the event.

1.7. Decorations. Furnishings provided by Sask. Place shall include all pictures and artwork. To supplement, the Licensee may supply articles of appointment and decoration in the Luxury Suite at Licensee's own expense, such as plants or unlighted identification insignias or logos, provided that no such insignia or logo shall be visible from anywhere outside the Luxury Suite. No other decorating or other changes shall be made by or on behalf of Licensee to the Luxury Suite without Sask. Place's prior written approval, which approval may be granted or withheld in Sask. Place's absolute discretion. Licensee shall first submit a proposal to Sask. Place's Suite Concierge, who shall present the request to the Sask. Place Facility Manager for approval.

#### 1.8. Amenities

- One (1) television, bracket and remote and basic cable service.
- Locked cabinets for liquor, mixers, soda and beer
- Suite interior paint, carpet, theatre chairs or other seating appropriate for the specific suite design.
- Bar fridge
- One (1) pager
- One (2) nameplate outside suite entrance, identifying those people and companies identified in this Agreement as Suite holders.

- 1.9. Grant of License to Luxury Suite. Subject to the terms, conditions and limitations contained in this Agreement, Sask. Place hereby grants to the Licensee, and the Licensee hereby accepts from Sask. Place, a license for the exclusive use of the Luxury Suite, in the manner described in this Agreement. The Luxury Suite is comprised of (22) fixed seats facing the arena bowl, base fixtures, furnishings, and equipment.

The Luxury Suite fixture and furnishing package may be upgraded by the Licensee with the prior approval of Sask. Place and based upon upgrade package options provided by Sask. Place to the Licensee, from time to time.

## 2. SERVICES

- 2.1. Reserved Parking. 22 Parking passes will be provided each year, each of which shall permit one automobile to be parked, without additional charge, in a specially designated area in the Sask. Place Reserved Parking. Such parking passes shall be valid for the period commencing one (1) hour prior to the scheduled starting time of each Event and ending two (2) hours after the completion of the Event.
- 2.2. Premium Services Coordinator and Other Special Service Personnel. A Premium Services Coordinator who shall order, or make arrangements on behalf of, Licensee and Licensee's invitees, for additional tickets, catering services in the Private Suite, other support staff for Private Suite work, and all other services and benefits accorded Licensee under this Agreement.
- 2.3. Private catering services to the Private Suite, which shall be made available to Licensee and Licensee's invitees, at Licensee's option and expense. Licensee shall be solely responsible for, and shall promptly pay, all bills for food, beverages and services (including gratuities) furnished, sold or rendered to persons using the Private Suite.
- 2.4. Housekeeping Services. Ordinary house housekeeping services to the Private Suite after the conclusion of each Event.
- 2.5. Maintenance & Repair Services. Ordinary and necessary maintenance and repair of the Private Suite including but not limited to maintenance and repair of all utilities and of all utilities and of furnishings, fixtures, and equipment resulting from normal usage of the Private Suite. Any repair to the Private Suite or any furnishings, fixtures or equipment therein that is necessary because of the negligence or willful misconduct of Licensee or any of Licensee's officers, directors, employees, agents or invitees, including the removal of any stain from carpeting or furniture not due to wear and tear from ordinary usage, shall be performed for Licensee by a contractor designated by the Sask. Place at Licensee's cost, the charge for which shall be due and payable on demand.

## 3. TERMS AND CONDITIONS

- 3.1. Risk of Loss of Personal Property. Sask. Place assumes no liability or responsibility for any personal property brought by the Licensee or any of its invitees into the Luxury Suite or any other area of Sask. Place. The Licensee and its invitees hereby assume the risk that any personal property brought into the Luxury Suite or any other area of Sask. Place may be lost or damaged as a result of theft, unexplained disappearance, or other causes.
- 3.2. Reimbursement of Cost of Repairs. The Licensee shall reimburse Sask. Place for the cost of repairing any destruction of or damage to the Luxury Suite and or to any other Sask. Place property caused by the Licensee or any of its invitees.
- 3.3. Suite Damage or Destruction. If for any reason the Luxury Suite is destroyed or is damaged so as to become unusable and Sask. Place elects to restore the Luxury Suite or repair such damage, this Agreement shall remain in full force and effect but the License Fee shall abate during the period the Luxury Suite is unusable (provided, however, that such License Fee shall not abate if the destruction or damage was caused by the Licensee or any of its officers, directors,

employees, agents or invitees). If Sask. Place does not elect to restore or repair the Luxury Suite, this Agreement shall then terminate as of the date of such destruction and any License Fees paid in advance shall be returned to the Licensee after deducting any sums owed by the Licensee under this Agreement.

- 3.4. Right of Entry. Sask. Place and its respective contractors, employees and agents shall have the right to enter the Luxury Suite at all times for (i) the performance of duties required to be performed by any of the same hereunder and for any and all purposes related thereto, (ii) to investigate any suspected violation of this Agreement, any applicable law, ordinance, rule, regulation, or government order and (iii) upon notice from the Concierge of Sask. Place, for any other reasonable purpose.
- 3.5. Indemnification. The Licensee shall indemnify and hold Sask. Place, its affiliates, its employees and agents (the "Indemnities") harmless from and against any cost, damage, claim, liability or expense (to the extent not covered by insurance) occasioned by any negligent or wrongful act or omission of the Licensee or any of its officers, directors, employees or agents, and the Licensee shall defend and protect the Indemnities from and against the same at the Licensee's own cost and expense. Sask. Place does not provide the Licensee with liability insurance coverage. This indemnification shall survive the expiration or earlier termination of this Agreement.
- 3.6. Assignments by Sask. Place. Sask. Place may assign any of its rights and obligations under this Agreement as well as any revenues or other benefits receivable from the Licensee hereunder, to any person or entity without the consent of the Licensee, provided that no such assignment shall release Sask. Place from its obligations hereunder unless the express written consent of the Licensee to such release is obtained, which consent will not be unreasonably withheld.
- 3.7. Licensee Prohibited from Assigning or Selling Rights. The sale or assignment by the Licensee of this License is not permitted without the prior written approval of the Sask. Place Facility Manager, whose approval may not be unreasonably withheld or granted in Sask. Place's sole discretion, and any such non-approved assignment or sale shall constitute a default and breach of this Agreement.
- 3.8. Surrender of Luxury Suite. Unless the Licensee elects to re-license in accordance with Section A, upon the expiration or earlier termination of the Term, the Licensee shall surrender possession of the Luxury Suite, in similar condition in which received, reasonable wear and tear excepted. Prior to such surrender, the Licensee shall remove any personal property owned by the Licensee located in the Luxury Suite. After the expiration or earlier termination of this Agreement, Sask. Place may treat any property remaining in the Luxury Suite as abandoned and may dispose of such property as it sees fit.
- 3.9. Default and Remedies. The Licensee shall be in breach and default under this Agreement if:
- (a) The Licensee fails to comply with any of the other terms of this Agreement where such failure continues for more than ten (10) days after written notice of the same is sent to the Licensee;
  - (b) If the Licensee is in default under this Agreement, then:
    - i. Sask. Place may terminate this Agreement and the Licensee and its invitees may be excluded from the Luxury Suite, in which event the Licensee shall have no further rights hereunder and Sask. Place shall be entitled to receive from the Licensee any and all of the damages, costs and expenses arising from the said default and termination.
    - ii. The Licensee and its invitees may be excluded from the Luxury Suite without a termination of this Agreement, in which event the Luxury Suite may be re-licensed, and at Sask. Place's option, may be repaired, altered, remodeled and changed in character as Sask. Place deems necessary, and Licensee shall continue to be liable for the costs of such repairs, alterations, remodeling and changes and for the difference between the License Fee that would have been due and payable under this Agreement and the License Fee received from any subsequent license of the Luxury Suite for the remainder of the Term.

3.10. Conflict: In the event of a conflict between the terms of the Naming and Promotional Benefits Agreement and the terms of this schedule, or where the terms of the Naming and Promotional Benefits Agreement are more specific than this schedule, the terms of the Naming and Promotional Benefits Agreement shall govern.